

# **ADULT COMMUNITY CORRECTIONS DIVISION**

**Pam Bunke, Administrator**



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Compiled by Dee Glowacki



# Adult Community Corrections Division

## Mission and Vision Statements

The Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.

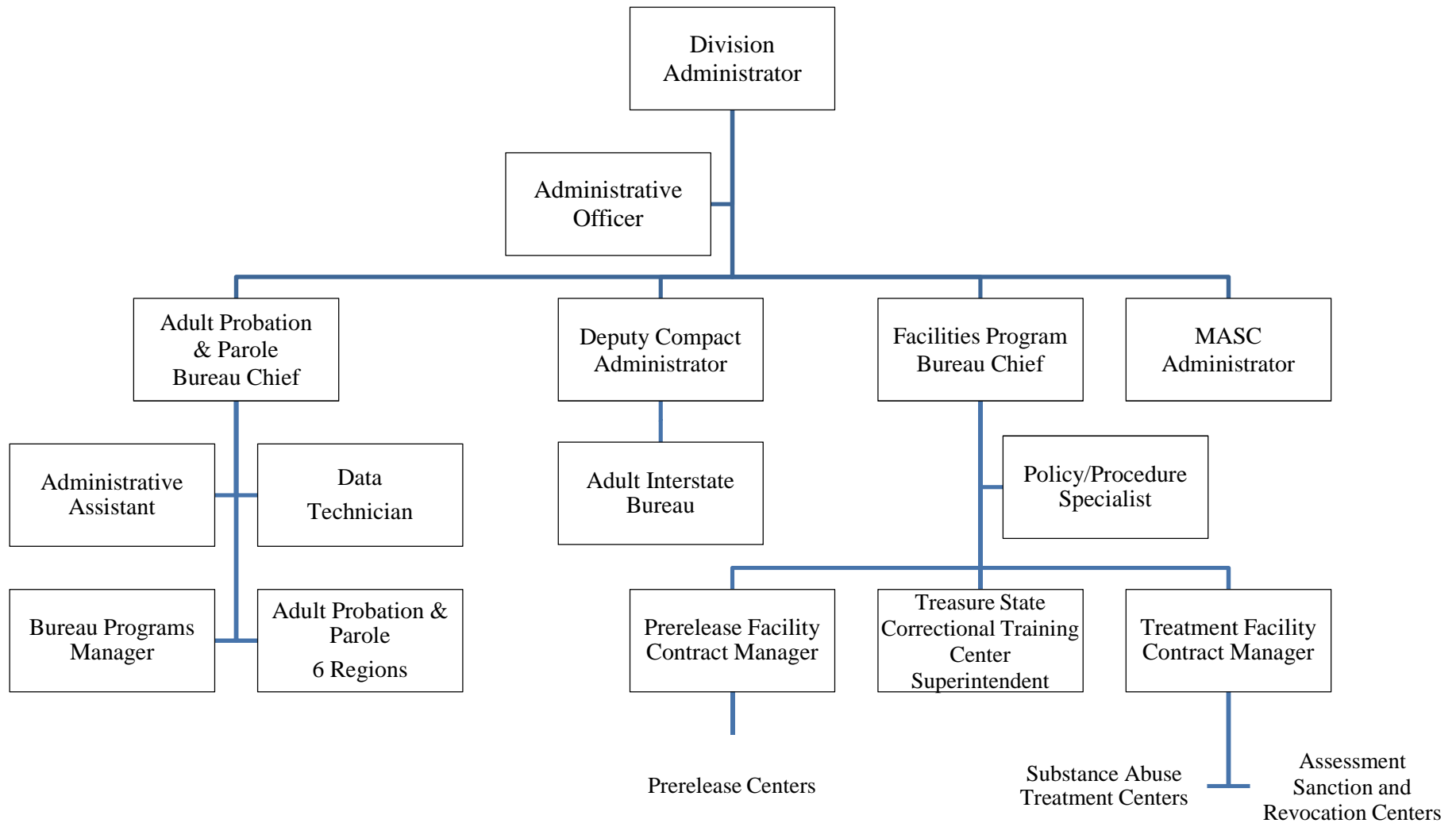
**MISSION STATEMENT:** The Adult Community Corrections Division promotes the Mission of the Department of Corrections by providing effective supervision, sanctions, and alternative programs to adult offenders. The Division provides offender supervision and programming through professional staff that supports the needs and concerns of crime victims, their families and the citizens we serve.

**VISION STATEMENT:** Empower people through positive change, personal growth and innovative approaches.

  
MIKE FERRITER, Director

  
PAM BUNKÉ, Administrator

**Montana Department of Corrections  
Adult Community Corrections Division  
December 2012**



**MONTANA DEPARTMENT OF CORRECTIONS  
ADULT COMMUNITY CORRECTIONS DIVISION**

**Division Goals:**

To improve the safety of the Montana public and the security of our communities and homes.

To promote public trust through openness, responsiveness and program evaluation.

To provide accurate, timely information and support that contributes to the restoration of victims of crime.

To assist in offenders' reentry into the community by improving existing programs and creating a more seamless system of effective services for offenders, beginning with their arrival into correctional facilities and extending through the day they complete their sentences and leave state supervision.

To reduce the risk that offenders will re-offend.

To operate correctional programs that emphasize offender accountability.

To provide work and program environments based on professionalism, personal responsibility, and respect.

**Division Objectives:**

Enhance communication and collaboration within the division and with all DOC entities by utilizing the Adult Community Corrections Division communication plan and improving follow-up on assigned tasks.

Ensure appropriate placements of offenders in alternatives to incarceration and oversee programs providing a continuum of care and reentry options in order to successfully monitor 80 percent of offenders in the community.

Reduce recidivism and return rates by utilizing specialized professionals and programs in community corrections.

Cultivate consistency in processes including filing materials, electronic data entry, contracts/purchasing, and policies and procedures through program/facility audits and reports from the Offender Management Information System (OMIS).

Improve staff wellness, recruitment and retention by offering staff appreciation, specialized training opportunities, incentives, career plans, and upward mobility.

Guarantee officer and public safety by utilizing the DOC and Adult Community Corrections Division's safety committees and providing officers with tools and equipment necessary to protect themselves, as well as hold offenders accountable through skill development, intervention hearings, and disciplinary sanctions.

Gain adequate funding to continue current community corrections programs and also develop new programs to effectively manage the offender population and offender needs and encourage successful reintegration into the community.

**Division Key Tasks:**

- ♦ Enhance community supervision through appropriate staffing levels.
- ♦ Maintain contracts with providers that have proven to be effective and safe.
- ♦ Utilize the Administrative Rules of Montana when siting or expanding residential facilities.
- ♦ Continue to utilize the DOC's newsletter to share information.

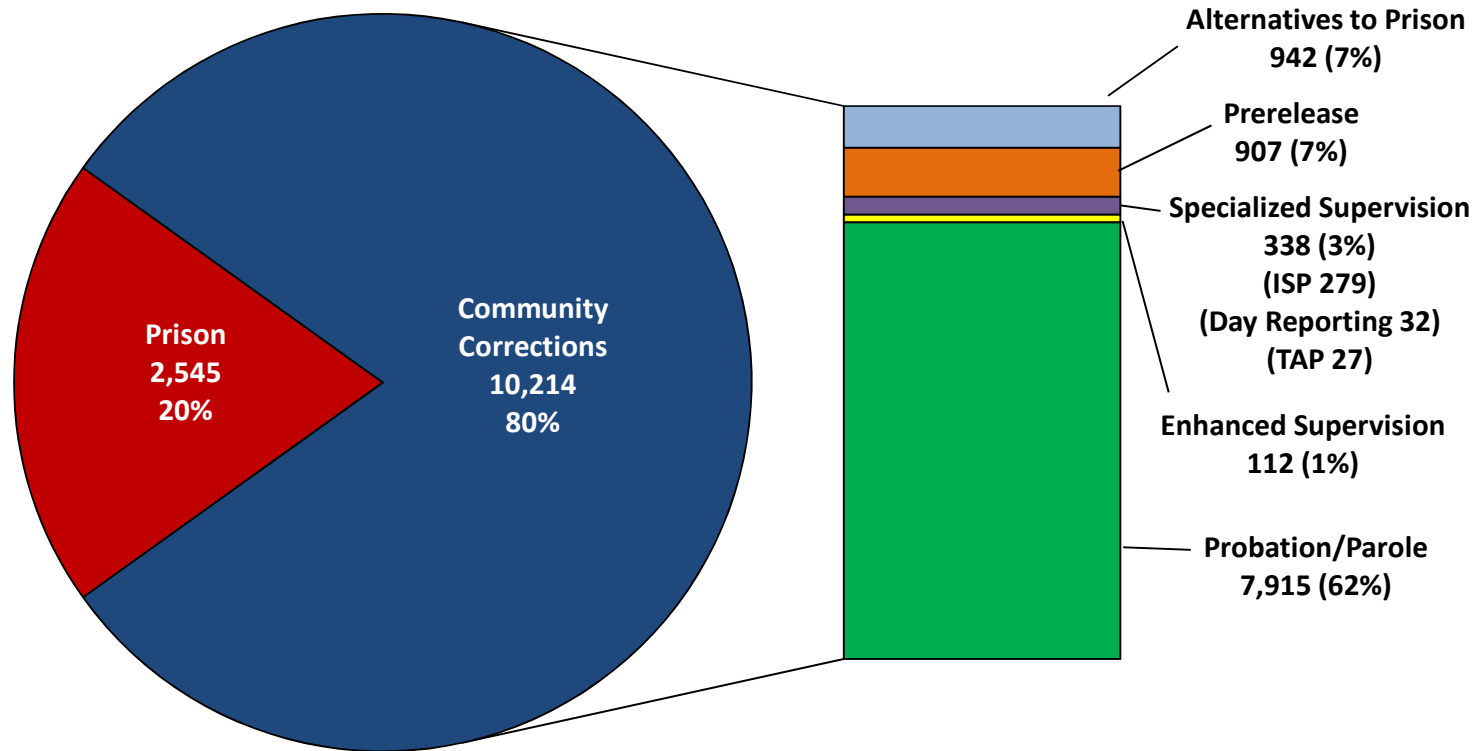
- ♦ Improve methods to better evaluate programs.
- ♦ Require that all programs under contract with the division have an effective means of measuring success.
- ♦ Ensure that Treasure State Correctional Training Center staffing patterns allow for continuation of the victims program.
- ♦ Ensure that division staff is specially trained to address the needs and issues of victims.
- ♦ Maintain access to the Criminal Justice Information Network (CJIN).
- ♦ Increase the collection of restitution payments by offenders.
- ♦ Utilize the Missoula Assessment & Sanction Center, Passages Assessment Sanction & Revocation Center, and the Sanction Treatment Assessment Revocation & Transition facilities as intermediate sanctions for offenders who violate conditions of probation, parole, prerelease or conditional release.
- ♦ Gain adequate funding to allow for continued community programming, specifically in the area of substance abuse.
- ♦ Better utilize the Intensive Supervision Program as a reentry tool and an alternative to imprisonment.
- ♦ Improve the rate of collection of supervision fees and Interstate fees.
- ♦ Expand community corrections programs that are cost effective and serve as viable alternatives to incarceration.
- ♦ Enhance professionalism, staff salaries, staff retention and recruitment by utilization of the performance evaluation system.
- ♦ Maintain oversight of the felony DUI programs to ensure the programs' effectiveness.
- ♦ Utilize the Missoula Assessment & Sanction Center and Passages Assessment Sanction & Revocation Center to ensure offenders committed to the DOC are appropriately placed.
- ♦ Develop and provide training to the Intensive Supervision Program's and prerelease centers' screening committees.
- ♦ Ensure that the methamphetamine programs are properly monitored and provide data indicating effectiveness.
- ♦ Better utilization of electronic monitoring and other technologies for public safety.
- ♦ Reentry: Using Reentry Probation & Parole officers and evidence-based practices in implementing a seamless plan of services and supervision developed with each offender in the targeted population and delivered through state and local collaboration, from the time of the offender's entry to custody through completion of his/her sentence. Evidence-based practices include assessment information, relevant research, available programming, evaluation, and professionalism and knowledge from staff.

Targeted Population – Offenders who fall into one of the following categories:

- An inmate 25 years of age or under who will be released from prison; or
- An inmate housed in a medium custody, or higher, at any prison who will be released to placement in an Adult Community Corrections Division program/facility or supervision.

# Distribution of Offender Daily Population

12,759 offenders under DOC jurisdiction on June 30, 2012







## **FUNDING THROUGH GRANTS**

With the assistance of the DOC's grant manager, the Adult Community Corrections Division has been the recipient of funding through grants provided by the U.S. Department of Justice. This funding allows the division to meet its objectives of reducing recidivism and return rates by utilizing specialized professionals and programs in community corrections; guarantee officer safety by providing officers with tools and equipment necessary to protect themselves; and develop new programs that effectively manage the offender population and offender needs and encourage successful reintegration into the community. Continued grant funding received during the 2011 and 2012 fiscal years includes:

1. "Assistance to Rural Law Enforcement to Combat Crime and Drugs" grant entitled Community Corrections Interventions for High-risk Offenders in Rural Montana. It is known as "Community Corrections Interventions." The amount of the grant was \$924,996 (federal) and \$62,371 (state match).

The goals of the grant are to decrease the disparity in recidivism of Native American offenders compared to the general population, and to decrease recidivism and return rates for offenders with co-occurring disorders by 15 percent in the 12 months following release.

Funds were used to hire eight specialized probation and parole officers from August 1, 2009 to March 30, 2012, otherwise unfunded in the state budget. Five officers work with Native American offenders and three with offenders having co-occurring mental health and addiction issues. In-kind staff training, offender assessment tools, and data collection resources complement federal funds. Officers work closely with community and tribal partners.

2. Bulletproof Vest Partnership Grant – Awards were made each year, and the amount varied between \$800 and \$30,885 depending upon the number of qualifying officers in the state and the appropriation of funding at the federal level.

These funds are used to reimburse half of the costs of bulletproof or stab-resistant vests for probation and parole officers. The DOC shares the statewide allocation with other qualifying agencies.

3. Comprehensive Approaches to Sex Offender Management Grant – This project was fully supported by \$170,049 of federal funds.

The goals of this grant are to underwrite statewide training to address recommendations from the Center for Sex Offender Management Report, as well as current issues related to sexual offender management. The target audience includes law enforcement, judicial, clinical, and administrative staff. With grant funds, the DOC will underwrite two annual conferences and develop free on-line training between October 1, 2009 and September 30, 2012.

In addition to the above, a two-year SMART Probation grant was received in fiscal year 2013 to focus on improving outcomes of probationers. The goal of the grant is to strengthen the Probation & Parole Bureau's probation program in order to effectively address offenders' needs and reduce revocation rates. This will be accomplished by utilizing best-case practices developed by increasing collaboration, as well as increasing capacity within the Department's probation program through training.

Funds will be used in obtaining resource providers; completing a work-load study; training for all probation officers in the Montana Offender Reentry/Risk Assessment tool and motivational interviewing; training for probation officers, supervisors and other resource providers who oversee sexual offenders, on specific assessment tools; offering *Thinking for a Change* cognitive behavioral program for probationers; and hiring a third party evaluator to evaluate effectiveness and efficiency of programs and revocation rates of probationers.

## **ACCD ACRONYMS**

ACCD .....	Adult Community Corrections Division
ARM .....	Administrative Rules of Montana
BC .....	Bureau Chief
BOPP .....	Board of Pardons and Parole
CCP .....	Connections Corrections Program
CD .....	Chemical Dependency
DH .....	Disciplinary Hearing
DOC .....	Department of Corrections
DUI .....	Driving Under the Influence
ESP .....	Enhanced Supervision Program
FBI .....	Federal Bureau of Investigation
ICAOS .....	Interstate Commission for Adult Offender Supervision
IPPO .....	Institutional P&P Officer
ISP .....	Intensive Supervision Program
MASC .....	Missoula Assessment and Sanction Center
MCA .....	Montana Code Annotated
MLEA .....	Montana Law Enforcement Academy
MORRA .....	Montana Offender Reentry\Risk Assessment
MSP .....	Montana State Prison
MWP .....	Montana Women's Prison
OMIS .....	Offender Management Information System
P&P .....	Probation & Parole
POII .....	P&P Officer II
PRC .....	Prerelease Center
PSI .....	Pre-Sentence Investigation
RA .....	Regional Administrator
ROV .....	Report of Violation
SCRAM .....	Secure Continuous Remote Alcohol Monitor
START .....	Sanction Treatment Assessment Revocation & Transition
TSCTC .....	Treasure State Correctional Training Center
VINE .....	Victim Information Network
WATCH .....	Warm Springs Additions Treatment & Change

## **PURPOSE OF REPORT**

This report provides detailed descriptions of the programs managed by the Adult Community Corrections Division of the Montana Department of Corrections. The division represents a major portion of the corrections system and is responsible for the supervision and management of approximately eight out of every ten offenders under the state's jurisdiction.

Because of this responsibility, the division is a key component of the DOC's efforts to fulfill its mission by keeping the public safe, aiding offenders in successfully returning to communities, and ensuring that victims' concerns and needs are not forgotten.

## **TABLE OF CONTENTS**

	<b>Page</b>
Probation & Parole Bureau .....	1
Adult Interstate Bureau .....	11
Missoula Assessment & Sanction Center (MASC) .....	15
Treasure State Correctional Training Center (TSCTC, Boot Camp) .....	21
Prerelease Centers (PRC) .....	27
Treatment Facilities:	
Warm Springs Addictions Treatment & Change (WATCH) .....	37
Connections Corrections Program (CCP) .....	45
NEXUS Correctional Treatment Center .....	49
Elkhorn Treatment Center .....	55
Passages (ASRC, ADT, PRC) .....	59
Sanction, Treatment, Assessment, Revocation & Transition (START) .....	67
Appendix:	
Description of Treatment Programs and Services .....	75



# **ADULT PROBATION & PAROLE BUREAU ALTERNATIVES TO INCARCERATION**



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## **PROGRAM HISTORY**

In 1955, the adult Probation & Parole Bureau was established by the Montana Legislature. As stated in §46-23-1002, Montana Code Annotated, the DOC was given the authority to:

- ❖ Appoint P&P officers and other employees necessary to administer this part;
- ❖ Authorize P&P officers to carry firearms, including concealed firearms, when necessary;
- ❖ Adopt rules establishing firearms training requirements and procedures for authorizing the carrying of firearms; and
- ❖ Adopt rules for the conduct of persons placed on parole or probation, except that the DOC may not make any rule conflicting with conditions of parole imposed by the Board of Pardons and Parole (BOPP) or conditions of probation imposed by a court.

In 1995, as part of the executive reorganization of the Department of Family Services and the Department of Corrections and Human Services, juvenile parole was assigned to the newly created Department of Corrections.

In October 2001, the DOC created the Youth Services Division and juvenile parole was placed within that division. This move left the Probation & Parole Bureau responsible for adult offenders only.

## **VISION, GOALS, MISSION**

### **VISION STATEMENT:**

We are the best at safely maintaining offenders in the community by inspiring positive change.

### **MISSION STATEMENT:**

The bureau maintains the supervision of offenders in the community to enhance the public safety in the communities of the state of Montana. The bureau employs best practices and professional staff that hold offenders accountable through restorative justice, effective communication and treatment, which inspires the habilitation/rehabilitation of each offender based on their needs.

### **GOALS:**

- ❖ Build trust with, and enhancing the safety of, the citizens of Montana through quality supervision.
- ❖ Assist victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights.
- ❖ Assist offenders in acquiring positive role models through professional conduct and mentoring.
- ❖ Supervise offenders in community-based correctional programs as alternatives to prison incarceration (such as START, PRC, Passages ADT, and WATCH).
- ❖ Comply with legal mandates of the courts.
- ❖ Ensure that all bureau employees are visible and viewed as professionals in the field of corrections by closely monitoring and supervising offenders through community networking.
- ❖ Enforce the conditions of supervision (standard and special) ordered by the sentencing court, BOPP or DOC.

## THE PROBATION & PAROLE BUREAU STAFFING

### BUREAU CHIEF

<div><div>REGION I</div><div>Locations:</div><div><div><div></div><div>Missoula</div></div><div><div></div><div>Hamilton</div></div><div><div></div><div>Missoula PRC</div></div><div><div></div><div>Elkhorn</div></div><div><div></div><div>CCP</div></div><div><div></div><div>MSP</div></div><div><div></div><div>START</div></div><div><div></div><div>TSCTC</div></div><div><div></div><div>WATCH West</div></div></div></div> <div><div>Staffing:</div><div><div>RA</div><div>1</div></div><div><div>PO II</div><div>5</div></div><div><div>PO</div><div>24</div></div><div><div>IPPO</div><div>8</div></div><div><div>POT</div><div>0</div></div><div><div>Admin</div><div>4.5</div></div></div>	<div><div>REGION II</div><div>Locations:</div><div><div><div></div><div>Helena</div></div><div><div></div><div>Helena PRC</div></div><div><div></div><div>Butte</div></div><div><div></div><div>Butte PRC</div></div><div><div></div><div>Bozeman</div></div><div><div></div><div>Bozeman PRC</div></div><div><div></div><div>Livingston</div></div><div><div></div><div>Dillon</div></div><div><div></div><div>Anaconda</div></div></div></div> <div><div>Staffing:</div><div><div>RA</div><div>1</div></div><div><div>PO II</div><div>6</div></div><div><div>PO</div><div>34</div></div><div><div>IPPO</div><div>0</div></div><div><div>POT</div><div>3</div></div><div><div>Admin</div><div>4.5</div></div></div>	<div><div>REGION III</div><div>Locations:</div><div><div><div></div><div>Great Falls</div></div><div><div></div><div>Great Falls PRC</div></div><div><div></div><div>Cascade Cty. Reg. Prison</div></div><div><div></div><div>Cut Bank</div></div><div><div></div><div>Havre</div></div><div><div></div><div>Lewistown</div></div><div><div></div><div>NEXUS</div></div><div><div></div><div>Shelby</div></div><div><div></div><div>Crossroads Cor. Center</div></div></div></div> <div><div>Staffing:</div><div><div>RA</div><div>1</div></div><div><div>PO II</div><div>4</div></div><div><div>PO</div><div>25.5</div></div><div><div>IPPO</div><div>3.5</div></div><div><div>POT</div><div>2</div></div><div><div>POA</div><div>1</div></div><div><div>Admin</div><div>4</div></div></div>	<div><div>REGION IV</div><div>Locations:</div><div><div><div></div><div>Billings</div></div><div><div></div><div>Hardin</div></div><div><div></div><div>MWP</div></div><div><div></div><div>Passages</div></div><div><div></div><div>Alternatives</div></div></div></div> <div><div>Staffing:</div><div><div>RA</div><div>1</div></div><div><div>PO II</div><div>4</div></div><div><div>PO</div><div>29</div></div><div><div>IPPO</div><div>2</div></div><div><div>POT</div><div>1</div></div><div><div>Admin</div><div>2.5</div></div></div>	<div><div>REGION V</div><div>Locations:</div><div><div><div></div><div>Kalispell</div></div><div><div></div><div>Libby</div></div><div><div></div><div>Polson</div></div><div><div></div><div>Thompson Falls</div></div></div></div> <div><div>Staffing:</div><div><div>RA</div><div>1</div></div><div><div>PO II</div><div>3</div></div><div><div>PO</div><div>22</div></div><div><div>IPPO</div><div>0</div></div><div><div>POT</div><div>1.5</div></div><div><div>Admin</div><div>3</div></div></div>	<div><div>REGION VI</div><div>Locations:</div><div><div><div></div><div>Glendive</div></div><div><div></div><div>Glasgow</div></div><div><div></div><div>Miles City</div></div><div><div></div><div>Sidney</div></div><div><div></div><div>Dawson Cty. Cor. Facility</div></div><div><div></div><div>WATCH East</div></div></div></div> <div><div>Staffing:</div><div><div>RA</div><div>1</div></div><div><div>PO II</div><div>1</div></div><div><div>PO</div><div>8</div></div><div><div>IPPO</div><div>1</div></div><div><div>POT</div><div>2</div></div><div><div>Admin</div><div>2</div></div></div>	<div><div>CENTRAL</div><div>Location:</div><div><div><div></div><div>Helena DOC</div></div></div></div> <div><div>Staffing:</div><div><div>BPM</div><div>1</div></div><div><div>Admin</div><div>2</div></div></div>
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## **STAFFING RESPONSIBILITY & DUTIES**

### **BC-Bureau Chief**

- ❖ Has overall responsibility for all aspects of the Probation & Parole Bureau
- ❖ Reports directly to the ACCD administrator

### **RA-Regional Administrator**

- ❖ Responsible for all budget and personnel issues for respective region
- ❖ Acts as contract liaison for local services available to offenders
- ❖ Assess and classify all felony offenders committed to the DOC for appropriate placement in the correctional system
- ❖ Acts as hearings officer for adult on-site (parole revocation) hearings
- ❖ Reports directly to BC

### **POII-Probation & Parole Officer II**

- ❖ Is first-line supervisor for the P&P officers, IPPOs, PO tech and administrative support
- ❖ Acts as the RA's designee in his/her absence
- ❖ Serves as liaison to PRCs for the DOC and participates on PRC boards and screening committees
- ❖ Acts as hearings officer
- ❖ Supervises specialized approaches in their locations (see page 8)
- ❖ Reports directly to the RA

### **P&P officer-Probation & Parole Officer**

- ❖ Supervises, monitors, guides, counsels, holds accountable and assists offenders who have been sentenced to probation by the courts, parolees released from incarceration by the BOPP, and offenders placed on conditional release by the DOC
- ❖ Responsible to District Court judges in the 23 judicial districts in Montana
- ❖ Investigates and prepares presentence investigation and report (PSIs) on felony offenders to assist in the sentencing of these offenders to the most appropriate placement available
- ❖ Provides many functions for the BOPP
- ❖ Implements the bureau/regions specialized approaches
- ❖ Provides necessary information and support to victims
- ❖ Reports directly to POII

### **IPPO-Institutional P&P Officer**

- ❖ Facilitates reentry of offenders from correctional facilities into communities using:
  - Parole
  - Probation
  - Conditional release
  - Intensive Supervision Program (ISP)
  - Prerelease centers (PRCs)
  - Treatment programs
- ❖ Works closely with the BOPP and helps with coordination between prisons, PRCs and P&P officers
- ❖ Serves as liaison for correctional facilities, BOPP and P&P field staff
- ❖ Signs out and issues travel permits for offenders discharging or paroling from prisons
- ❖ Ensures appropriate offenders have registered as sexual and/or violent offenders
- ❖ Ensures DNA testing has been accomplished
- ❖ Helps offenders develop appropriate and viable parole or release plans
- ❖ Provides necessary information and support to victims

### **PO tech-Probation Officer Technician**

- ❖ Provides assistance to P&P officers in the smaller offices in rural areas:
  - PSIs
  - Home contacts
  - Employer contacts
  - Collateral contacts
  - Law enforcement contacts
  - Urinalysis/breathalyzer
  - Administrative support services
  - Report of Violations/Revocations
- ❖ Attends P&P Basic training at the Montana Law Enforcement Academy



**POA-Probation Officer Assistant**

- ❖ Provides assistance to P&P officers in the larger offices:
  - Records/data management
  - Document preparation
  - Urinalysis/breathalyzer
  - Observe court proceedings
  - Other administrative support services

**Administrative Support**

- ❖ Provides many valuable support services for the smooth operation of the bureau which allows P&P officers to focus on field work
- ❖ Assists and supports field staff in areas without a PO Tech
- ❖ Assists with and enters data into the Offender Management Information System

**RAA-Regional Administrative Assistant**

- ❖ Provides administrative support for the RA and the region

**BPM-Bureau Programs Manager**

- ❖ Provides oversight, guidance and development of:
  - Specialized approaches
  - Training and staff development
  - Use of force and firearms
  - Grant management
  - Assists the BC and RAs

**ACCD Training Specialist**

The position is part of the DOC's Professional Development Bureau and is assigned to provide training services for ACCD staff.

- ❖ The training offered by the Professional Development Bureau is designed to enhance the skills of staff through a mix of classroom, online and scenario-based instructional opportunities. Thousands of hours of specialized online training opportunities are now available. Training opportunities include a wide range of offerings:
  - The 160-hour P&P Basic held at the Montana Law Enforcement Academy
  - Leadership development
  - Officer safety and survival skills
  - Career development
  - Statute-required training
- ❖ Training includes skills-development courses of instruction: cognitive behavioral training, enhanced communication techniques which are necessary to influence positive change in offenders, offender supervision strategies, and cultural awareness. All lend themselves well in assisting offenders' reentry into the community, as well as maintaining a safe and secure work environment for staff, offenders and the public.
- ❖ The P&P Basic training continues to undergo revisions in how course material is offered and how resulting skill levels are assessed. The academy environment is evolving into scenario-based blended learning which includes individualized instruction followed by comprehensive skills assessment. These changes will dramatically improve individual competencies.

## **ELIGIBILITY REQUIREMENTS**

Montana's District Court judges determine which offenders are placed on probation, either directly from sentencing or after spending time in prison. The BOPP decides which offenders are released on parole from prison.

A judge has the option of committing an offender to the jurisdiction of the DOC, which has the responsibility to determine the most appropriate placement for these "DOC commits," including a non-prison setting. When the individual has completed an alternative placement (prerelease center or treatment program), the ACCD administrator and DOC director may approve the individual's release and placement on conditional release with certain terms and conditions.

The controlling jurisdiction sets terms and conditions that govern how the bureau supervises and performs case management of the respective offender.

## **COST OF SUPERVISION**

<b>\$ Cost per day – Probation &amp; Parole plus general administration costs:</b>	<b>\$4.62</b>
<b>\$ Cost per day – Intensive Supervision:</b>	<b>\$9.75</b>

There are significant cost savings with community-based corrections such as probation, parole, intensive supervision (ISP), conditional release and programming. Community supervision provides viable alternatives to incarceration that promote public safety, hold offenders accountable and gives offenders the opportunity to make changes in behavior and attitude, while being financially responsible for their actions.

P&P officers are instrumental in the collection of restitution for crime victims and the collection of supervision fees and miscellaneous fees and fines ordered by the court, the majority of which are received by the counties within the state.

### **Restitution dispersed to victims:**

FY11 – \$2,827,600.90      FY12 – \$2,725,093.94

### **Supervision fees collected (utilized for officer equipment, safety and training):**

FY11 – \$816,191.14      FY12 – \$726,921.80

## **POPULATION**

**On any given day, nearly 8,400 felony offenders are being supervised by the P&P Bureau.** About 80 percent of all offenders in the DOC system are serving their time on probation, parole, conditional release, or in an ACCD program.

## **SERVICES and SPECIALIZED APPROACHES**

### **Probationer vs. Parolee**

The difference between probation and parole is the offender's legal status or the legal jurisdiction over an offender. Probationers and parolees are supervised similarly; however, the sentencing court has jurisdiction to revoke offenders on probation, and the BOPP has authority to revoke those on parole.

### **Conditional Release Offender**

Offenders committed to the DOC are eligible for conditional release. These offenders are supervised by the same standards as probationers and parolees and are under the jurisdiction of the DOC.

### **Conditions on Probation or Parole**

When an offender is placed on probation, or paroled from prison, a P&P officer supervises the offender according to the standard conditions of probation and parole and any special conditions as ordered by the court or BOPP.

The standard conditions offenders must follow if directed by the court or BOPP are:

- **Residence:** Place of residence cannot be changed without first obtaining permission.
- **Travel:** Leaving the assigned district is not allowed without first obtaining written permission.
- **Employment and/or program participation:** Employment or participation in an approved program must be maintained.
- **Reporting:** Personally reporting to a P&P officer; must comply with directions.
- **Weapons:** Offenders cannot use, own, possess, transfer or be in control of any firearms or deadly weapons.

- Financial: Permission must be obtained before financing a vehicle, purchasing property or engaging in business.
- Search: Offenders must submit to a search of their person, vehicle or residence at any time, with or without a warrant.
- Laws and conduct: Offenders must comply with all city, county, state and federal laws and ordinances and conduct themselves as good citizens. They also must report any arrests or contact with law enforcement.
- Alcohol and illegal drugs: Use or possession of alcoholic beverages and illegal drugs is prohibited.
- Drug testing: Offenders must submit to testing for drugs or alcohol.
- Gambling: Gambling is prohibited.
- Fines and fees: All fines, fees and restitution must be paid.

Special conditions may be placed on offenders during their probationary period by a judge or on parolees by the BOPP and may include attending specific counseling and/or treatment, or completing community service.

## **P&P SERVICES**

- ❖ Provide supervision of probationers in the community for the courts; of parolees in the community for the BOPP; and of conditionally released offenders in the community for the DOC.
- ❖ Ensure public safety through quality supervision by holding offenders under supervision accountable for their actions by monitoring them and enforcing the rules and conditions of probation, parole or conditional release:
  - Offender home checks
  - Employment checks
  - Collateral contacts
  - Treatment providers
  - Drug and alcohol testing
  - Personal and property searches
  - Regularly scheduled offender office visits
- ❖ Issue travel permits for offenders traveling outside their jurisdiction.
- ❖ Assist victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights.
- ❖ Assess offenders' risks and needs, then providing appropriate supervision.
- ❖ Assist offenders in skill development, education, treatment, and training.
- ❖ Supervise offenders in community-based correctional programs as alternatives to prison.
- ❖ Refer offenders to appropriate assessment and treatment services and monitoring attendance and progress.
- ❖ Prepare Pre-Sentence Investigation & Report (PSIs): One of the most significant documents generated on an offender within the DOC, these reports assist a judge in giving felony offenders the most appropriate sentence and are required prior to sentencing. An officer interviews the defendant and collateral contacts, and then prepares the PSI. The court has little or no background information about the defendant without the PSI. The report becomes part of the court record, is confidential and not open for public inspection. It follows the offender throughout the corrections system and is used by all facets of the system as a screening tool for placement. The BOPP also uses the report when reviewing an offender for release on parole. Mandated contents of PSI reports include:
  - the defendant's characteristics, circumstances, needs and potentialities;
  - the circumstances of the offense (official version, defendant's version; victim's version);
  - the defendant's criminal history;
  - the defendant's social history, mental, and substance abuse history;

- the harm caused as a result of the offense to the victim, the victim's immediate family, and the community, and any pecuniary loss through a victim's statement; and
- a summary and recommendation of sentencing alternatives to the court.
- ❖ Provide guidance, counseling, habilitation and rehabilitation for offenders under supervision.
- ❖ Assist local law enforcement with offenders in the community.
- ❖ Collect restitution, supervision fees and court fines and fees.

## **SPECIALIZED APPROACHES**

### **Hearings**

Hearings incorporate due-process requirements in providing an offender fair, timely and impartial disposition of charges of alleged supervision violations and establish appropriate disciplinary actions to modify offender behavior and ensure community safety. There are three types of hearings:

- ❖ Intervention – An informal hearing which provides the offender written notice of minor violations of non-compliance and the opportunity to address those issues without a revocation of their supervision status.
- ❖ On-site (preliminary) – Conducted to determine whether there is probable cause to believe a parolee or interstate offender has violated parole conditions. If probable cause is found, appropriate disciplinary sanctions are considered based on the severity of the violation. However, it may be determined the offender is not appropriate for community corrections placement and needs to be returned to a secure setting.
- ❖ Disciplinary – Conducted for both major and severe violations of supervision conditions for offenders placed in a community corrections program. Sanctions can range from a verbal warning or reprimand to removal from the program and possible placement at prison.

### **Intensive Supervision Program (ISP)**

- ❖ Provides increased supervision of offenders in the community, including drug and alcohol monitoring
- ❖ Uses electronic monitoring, including GPS technology, to help hold offenders accountable
- ❖ Increases emphasis on offender accountability, including employment and treatment options where necessary
- ❖ Locations: Missoula, Bozeman, Butte, Great Falls, Billings, and Kalispell

### **ISP Sanction Program**

- ❖ Provides an alternative sanction P&P officers use to help change offenders' behavior and keep them in the community
- ❖ Similar supervision levels as regular ISP
- ❖ Has a treatment component
- ❖ Locations: Missoula, Helena, Bozeman, Butte, Great Falls, and Billings

### **Enhanced Supervision Program (ESP)**

- ❖ An alternative sanction P&P officers use to help change offenders' behavior and keep them in the community
- ❖ Increased drug and alcohol testing
- ❖ Contracted with PRCs for treatment/accountability services
- ❖ Locations: Missoula, Helena, Bozeman, Butte, Great Falls, and Billings

### **Treatment Accountability Program (TAP)**

- ❖ An alternative sanction P&P officers use to help change offenders' behavior and keep them in the community:
  - Similar to ISP sanction program with increased supervision
  - Increased drug and alcohol testing
  - Treatment groups
- ❖ Locations: Helena, Glendive, and Polson

### **Day Reporting**

- ❖ An alternative sanction P&P officers use to help change offenders' behavior and keep them in the community
- ❖ Increased supervision, drug and alcohol testing
- ❖ Locations: Kalispell, Polson, Glendive, and Sidney

### **Electronic Monitoring**

- ❖ House arrest:
  - Bracelet used to ensure offender stays on schedule
  - Used mainly in ISP and ISP sanction programs
- ❖ GPS:
  - Passive GPS
  - Mandated for level 3 sexual offenders
  - Used in ISP and ISP sanction programs
  - Used for other high-risk offenders
- ❖ SCRAM:
  - Electronic alcohol monitoring device
  - Used mainly for DUI offenders
- ❖ Interlock:
  - Electronic alcohol monitor attached to the ignition system of a vehicle
  - Used mainly for DUI offenders who are allowed to drive

### **Offender Groups and Treatment**

- ❖ Cognitive Principles & Restructuring
- ❖ Sexual offender groups
- ❖ Drug and alcohol groups
- ❖ Booter (graduates of TSCTC)

### **Task Forces**

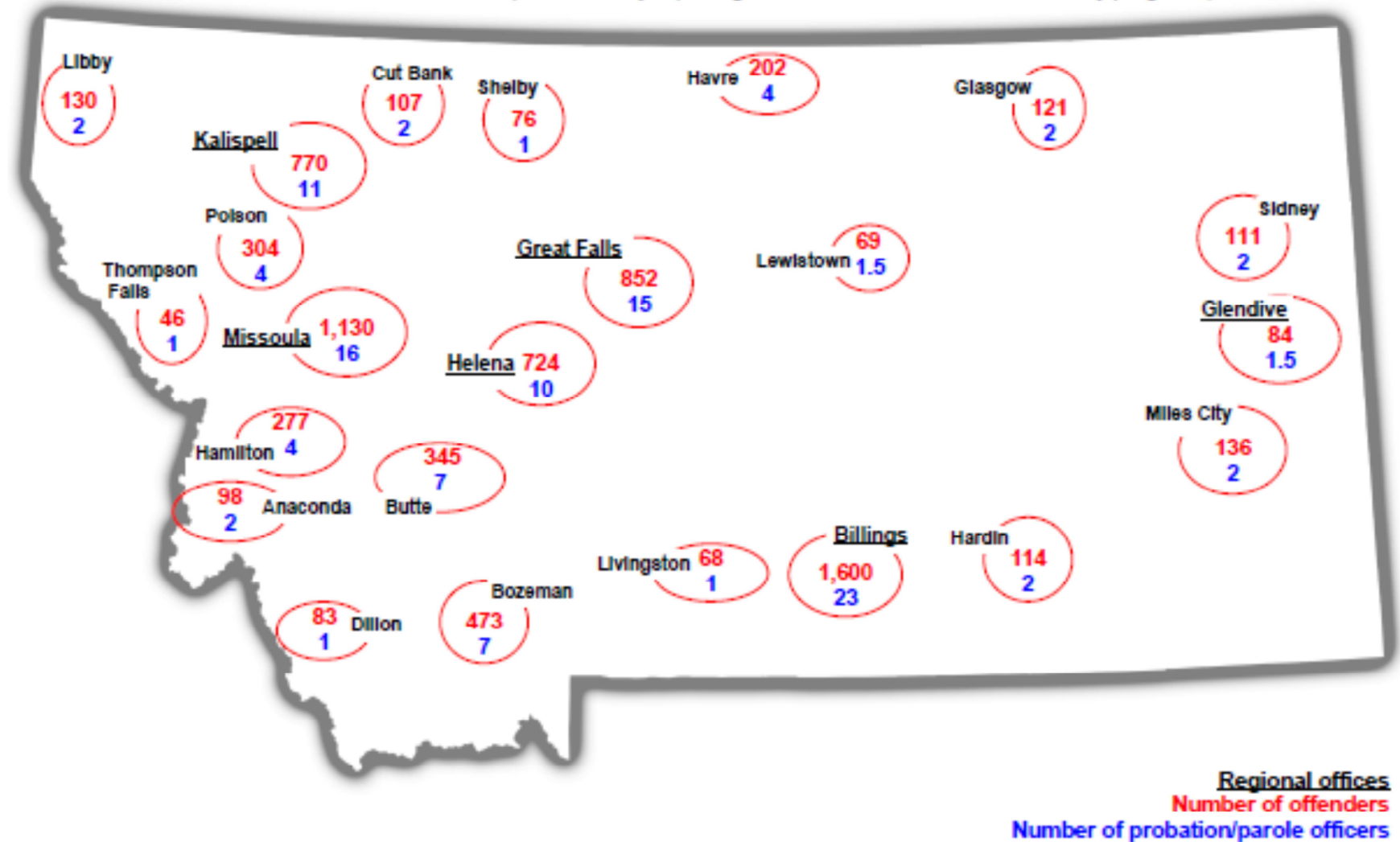
- ❖ Drug
- ❖ DUI
- ❖ Warrant round-ups (U.S. Marshals)
- ❖ Internet Crimes Against Children-ICAC (FBI)

### **Specialized Caseloads**

- ❖ Native American
- ❖ DUI
- ❖ Mental health
- ❖ Chemical dependency
- ❖ Co-occurring (both mental health issues and chemical dependency)
- ❖ Sexual offender
- ❖ Banked caseload (management of low-risk offenders)
- ❖ Booter (TSCTC)
- ❖ Treatment court
- ❖ Mental health court
- ❖ Veterans court
- ❖ Gang-related activity
- ❖ Reentry for targeted high-risk population coming out of prison
- ❖ Reentry efforts with local jurisdictions

# Probation & Parole Offices, Caseloads and Officers

(Numbers as of July 2012 - Excludes 13.5 institutional probation and parole officers and 13 officers in the intensive supervision, day-reporting and the treatment and accountability programs)



# **INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION**



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## **PROGRAM HISTORY**

An interstate compact is an agreement entered into by two or more states to provide supervision to offenders who cross state lines to reside and work. The Adult Interstate Bureau coordinates the movement and data tracking of offenders living in other states on probation, parole or conditional release. Since 1937, a national compact has provided the sole statutory authority for regulating the transfer of adult offenders on supervision across state boundaries. In 2002, the compact was revised and is now governed by the Interstate Commission for Adult Offender Supervision (ICAOS). All 50 states, the District of Columbia, Puerto Rico and the Virgin Islands are members of this interstate agreement. State administrators and their deputies are appointed by the governor of each state to develop operational policies, practices, and procedures on how adult offenders will be supervised. The compact administrator or designee must attend annual meetings to promulgate rules, regulations and policies for the administration of the ICAOS agreement.

The Legislature authorized Montana to be part of the national commission. Every participating state has made a commitment to comply with the commission and provide financial support for the cost of administrative staff that oversees daily operations of the commission at a national level. The commission levies an annual assessment on each state to cover the cost of internal operations and activities of the commission and its staff. The rate is based upon a formula contained in the commission rules, taking into consideration the population of each state and its volume of interstate movement of offenders. Seven of the western states, including Montana, paid \$20,629 for their 2012 annual dues. California had the largest payment of the western states at \$52,719.

## **GOALS, MISSION, PURPOSE**

The primary purpose of the interstate compact is to enhance public safety and provide a mechanism that allows a continuum of supervision of offenders who cross state boundaries. Individuals travel outside of their resident state, commit a crime and are sentenced, but have no reason to remain in the state. They have considerable amounts of restitution and fines and other fees owed to the sentencing courts. Offenders who can continue their employment and pay their financial obligations help Montana's economy. This compact also protects the rights of the victims through the control and regulation of movement of offenders and provides for better tracking of offenders and enforcement of policies and rules. Each state has a council of representatives from victim groups; legislative, executive and judicial branches; and law enforcement. Each state's compact administrator oversees his or her state's compliance with the compact.

## **ELIGIBILITY**

The Adult Interstate Bureau agrees to provide supervision of offenders who meet the criteria for acceptance. No state shall refuse to supervise an offender because of the crime he or she has committed.

## **COST**

The Montana Adult Interstate Bureau requires a \$50 fee be paid by an offender applying to transfer their supervision out of Montana. This application fee is used to pay the annual assessment to ICAOS. During the past two years, more than \$49,000 has been collected by the DOC. In addition to paying the fee, an offender must have a valid plan to transfer their supervision out of state and must be responsible for their own rehabilitation. Other costs of the program are absorbed by the DOC.



## **CAPACITY**

About 1,000 Montana offenders are living in other states on probation, parole or conditional release. The caseload continues to climb as lengthy probation sentences are imposed as an alternative to incarceration. The bureau is aware that the number of offenders moving in and out of Montana has consistently increased with more emphasis and attention being given to high-risk or dangerous offenders. These concerns are instilled in the supervising P&P officers, who are required to cooperate with and follow all of the correct procedures when transferring offenders across state boundaries.

## **FUNCTIONS OF THE INTERSTATE BUREAU**

Courts are considering more alternatives to incarceration; however, the lengths of sentences are not necessarily getting shorter. Parole boards and judges are looking for ways to release individuals into the community quickly because of crowded prisons. Many offenders ask to relocate to other states because they are not residents of the state where they were convicted. The bureau arranges the transfer of any person convicted of an offense and placed on supervision who requests to cross state boundaries to live, work, or attend school, and prepares the necessary documents to ensure that the receiving state has information to complete home and employment investigations.

Communities and victims in Montana benefit when the bureau remains actively involved in updating operational procedures and enforcing policies and procedures to make the compact work. Conditions of supervision are enforced and victims are more likely to receive compensation if the offender is working in the community. Offenders also benefit when allowed to relocate where they have families, emotional or financial support, employment or schooling. Any offender who requests to leave the sentencing state will be expected to comply with the receiving state's supervision policies and may be arrested and returned if conditions of supervision are violated or new crimes are committed. Failure to deal appropriately with violations often makes it difficult for the receiving state to maintain supervision and control of the offender. Fiscal restraints are not a sufficient reason for refusing to return violators under the compact agreement.

The bureau is a critical component of the ACCD and is very beneficial to other law enforcement agencies and all P&P offices throughout the United States.

## **SERVICES**

The deputy compact administrator and three agents operate the bureau, which monitors compact rules and regulations as they pertain to the supervision of interstate offenders. The bureau's knowledge provides Montana P&P officers with technical expertise, leadership, interpretation of laws, and the consequences for potential liability issues concerning interstate compact matters. The bureau is a clearinghouse for related incoming correspondence and telephone communications, and works closely with the 23 P&P field offices, five prisons and their institutional P&P officers, and 65 adult interstate compact offices throughout the United States.

The bureau also coordinates the return of Montana parole and conditional release violators through warrants or a governor's extradition warrant. It assists when adult absconders are arrested in other states by coordinating or processing legal documents for arresting agencies to detain offenders. In addition, the bureau has the primary responsibility of entering legal data on all adult offenders moving into Montana, as well as completing quality control checks on data that P&P officers enter on interstate offenders.

Often, more violent or untreated offenders are released into the community. Supervision of all offenders crossing state lines is critical and can only be successful when each offender is

provided the same degree and intensity of supervision in the receiving state as in his or her home state. Compact policy dictates that a receiving state is not expected to do more or less for an out-of-state case than it does for its own cases. Offenders are encouraged to pay restitution and complete treatment requirements. Measures are taken when offenders fail to comply.

Many offenders successfully complete their sentences while in Montana. Those that re-offend or violate conditions of their sentences are often returned to the sentencing state or are sentenced to jail or prison. Many Montana offenders residing in other states also successfully complete their sentences. Though there is no perfect solution to preventing crime, if policies and procedures are enforced to provide supervision and hold offenders accountable, many of them will successfully complete their sentences.

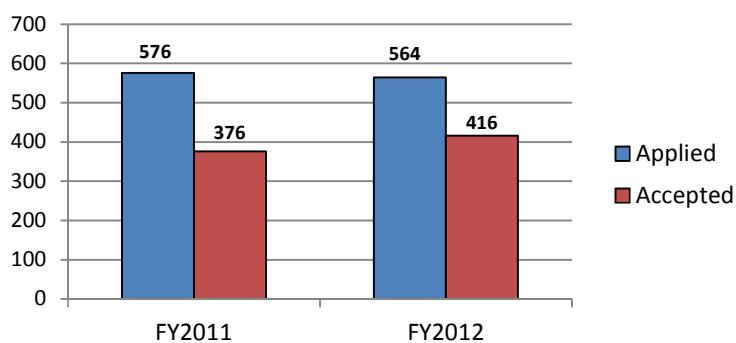
## **STATISTICS**

Many more Montana offenders relocate to other states than offenders who move to Montana.

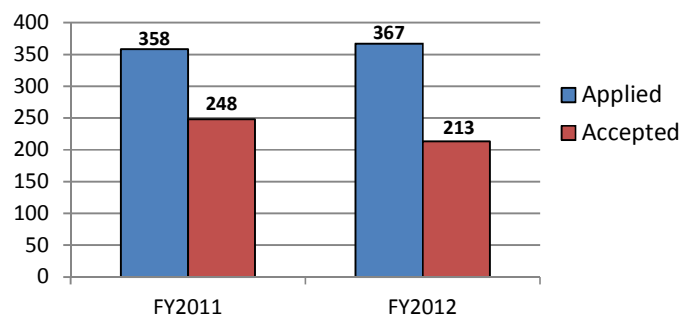
A total of 576 Montana offenders applied to transfer out of state during fiscal year 2011, with 486 paying the application fee. Of these offenders, 376 (65 percent) were accepted for a transfer under the compact. During this same time, 358 out-of-state offenders applied to transfer to Montana, and 248 (69 percent) were accepted and transferred.

During fiscal year 2012, 564 Montana offenders applied to transfer out-of-state with 481 paying the application fee. Of these, 416 (74 percent) were accepted for transfer under the compact. Out-of-state offenders who applied to transfer to Montana totaled 367 and 213 (58 percent) were accepted and transferred to our state.

**Transfer of Montana Offenders**



**Transfer of Offenders to Montana**



## **MISSOULA ASSESSMENT & SANCTION CENTER**



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## **PROGRAM HISTORY**

The Missoula Assessment & Sanction Center (MASC) is a correctional assessment facility operating within the Missoula County Detention Facility (MCDF). MASC began operation in February 2003 to assist the DOC in effectively placing offenders committed to the DOC in appropriate ACCD facilities or programs at a lower cost, while providing them with treatment opportunities which make them more acceptable to ACCD programs. The facility functions as a unit of the ACCD.

MASC has four full-time state employees, four contracted personnel and two MCDF employees dedicated to MASC. MCDF also provides detention officers to operate the MASC unit, using three officers per shift with back-up from other MCDF units if needed.

## **GOALS, MISSION, PURPOSE**

The mission of MASC is to provide alternatives to prison for DOC commitments without compromising the safety of Montana communities, to assess offenders' needs, and to facilitate placements and program referrals which may enhance offenders' success in the community.

## **ELIGIBILITY REQUIREMENTS**

Offenders housed at MASC are either committed to the DOC by a judge or placed at the center by a P&P hearings officer. Due to the short length of stay and eligibility constrictions, only a select number of offenders are chosen for programming. The challenge MASC faces is assessing each offender's risks and needs in order to determine the appropriate community placement.

## **COST/CAPACITY**

MASC aims to place as many offenders as possible in lower-cost community programs in lieu of long-term, secure-care facilities. MASC's cost per day is \$65.75 per offender, which is the negotiated contract rate and does not include outside medical or administrative costs.

MASC is a 144-bed correctional assessment facility for adult male offenders.

## **FUNCTIONS OF PROGRAM**

The program provides offender assessment, treatment and accountability, and ensures that DOC-committed offenders are appropriately placed in either an ACCD program or a secure-care correctional facility. MASC has four months to assess and place the individual offender; therefore, the programs are short-term and concise. If placement is not possible in that time, the offender is considered for transfer to MSP. When MASC was established, a 50 percent diversion rate was acceptable – one offender to the community and one to prison. However, MASC has surpassed that goal by diverting almost 82 percent of offenders to community programs in fiscal years 2011 and 2012.

## **SERVICES**

MASC has three units, two of which work in conjunction with each other while the third operates independently.

### **HOLDING UNIT**

This unit is designed for offenders who have been pre-screened and accepted into an ACCD program such as CCP, WATCH, prerelease, TSCTC, NEXUS, ISP or were conditionally released, and are waiting to be placed in the respective program.

## **ASSESSMENT UNIT**

This unit is comprised of evaluation (testing), assessment and treatment programming. Programming consists of individual and/or group counseling. Offenders in this unit may have been screened by an ACCD program, but for various reasons were not acceptable for placement at the time of screening. Others may not have been screened, but if MASC's screening committee has determined that an offender is prepared for community placement, it will submit an application on behalf of the offender.

Offenders are evaluated by the MASC screening committee and directed to appropriate programming. The offender's time at MASC may be extended while he receives programming necessary for compatible community placement. During this time, he will attend counseling sessions, classes and short-term programming. If an offender is found in need of additional treatment/programming, a referral will be made prior to transfer to the community.

Offenders in holding or assessment are capable of being moved from one status to the other depending on their assessments and behavior while at MASC and/or their community placement status. An offender who is found unsuitable for community placement will be transferred to MSP as soon as possible.

Treatment programs offered are:

- ❖ Chemical Dependency – individual and group sessions
- ❖ Mental Health – individual sessions
- ❖ Sexual Offender, phase I – individual and group sessions
- ❖ Cognitive Principles & Restructuring – group sessions
- ❖ Pre-TSCTC - group sessions

## **SANCTION UNIT**

This unit operates independently from the others. It allows P&P hearings officers to place an offender in the unit for up to four weeks to serve a sanction in lieu of sending the offender to prison or a higher-cost facility for violations of community placement rules. In the case of probation violators, an offender may only be placed for a term of 30 days from the date of the hearing and/or placement in confinement. Offenders on sanction status have restricted contact with the DOC offenders in the unit. At present, MASC only accepts sanctions from Regions I and V, as the other regions send sanctioned offenders to START.

## **REENTRY**

MASC's reentry mission remains the same: To direct offenders to the appropriate assessment components. MASC will continue to focus its efforts on assessing all offenders, with emphasis on those offenders identified for the DOC as the targeted population.

MASC's IPPO (institutional P&P officer) will play an active role by communicating with and/or visiting each screening committee for community corrections programs. The IPPO will also become familiar with the Montana Offender Reentry/Risk Assessment (MORRA) and begin utilizing it as an assessment tool to further determine appropriate program placement.

MASC will address the following during offender intakes:

- ❖ Education level
- ❖ Vocational aptitude, employable skills and readiness
- ❖ Level of CD treatment needed and relapse potential
- ❖ Mental health status, need for further assessment and need for medication and placement
- ❖ Sexual offender status, need for further assessment, treatment and tier designation with community treatment and placement
- ❖ Assessment of positive family/community support available upon release from MASC
- ❖ Completion of risk & needs assessment for community success

MASC will develop community contacts and/or provide offenders with contact information regarding available community resources, to include:

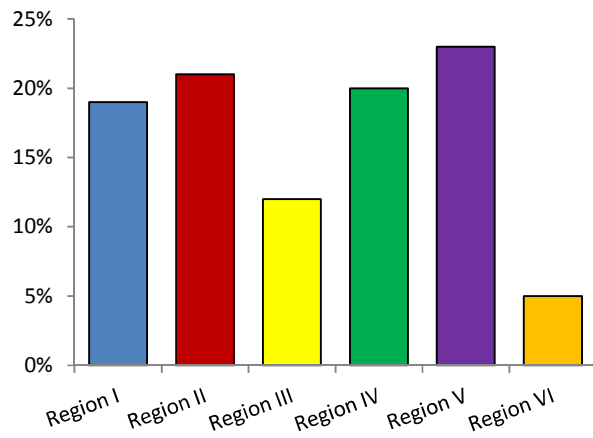
- ❖ Mental health resources
- ❖ Veterans assistance
- ❖ Treatment providers
- ❖ Faith communities
- ❖ Housing information and contacts

## **STATISTICS**

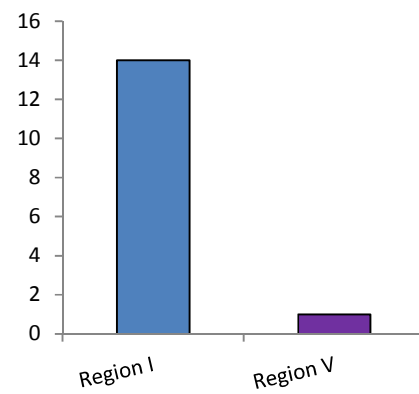
On average, 15-25 offenders are processed in and out of MASC per week.

Offenders processed through MASC (July 1, 2010 – June 30, 2012):	970
(141 offenders were “in process” as of June 30, 2012, for a total of 1,111)	
Chemical dependency assessments:	408
Mental health assessments:	285
Youthful offender assessments (added in June 2008):	13
Sexual offender assessments (added in April 2005):	51
(MASC was without a sexual offender therapist for several months)	
Offenders placed at MSP:	176
Offenders placed on conditional release:	4
Offenders placed at a PRC:	65
Offender placed at CCP:	367
(followed by PRC placement, which MASC arranges)	
Offenders placed at TSCTC:	115
Offenders placed on ISP:	10
Offenders placed at WATCH:	89
(MASC began diverting WATCH candidates to START in Dec. 2011)	
Offenders placed at NEXUS:	63
Offenders placed as START:	64
(for a mental health bed; to be directed to WATCH; to await a bed date in another facility for which they have been approved; etc.)	
Other placements (federal/court/county detention/releases):	17
Population at MASC as of June 30, 2012 (changes daily):	144 (assessments and sanctions)
Sanction referrals to MASC:	15
(Sanctions were stopped Sept. 2010, then restarted Sept. 2011)	
Average length of stay:	89 days
Sanctions length of stay:	18 days
(Sanctions were stopped Sept. 2010, then restarted Sept. 2011)	

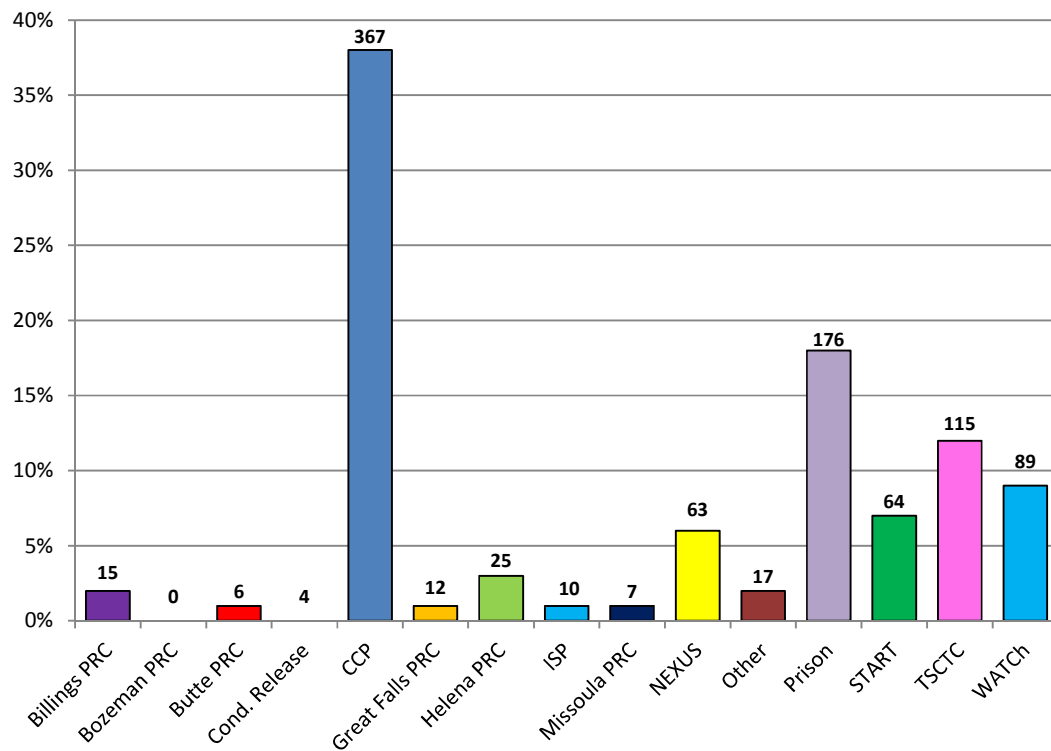
**Assessments/Holds to MASC by P&P Region**



**Sanction Referrals by P&P Region**



**Placement of Offenders from MASC**







# **TREASURE STATE CORRECTIONAL TRAINING CENTER**

## **Boot Camp Program**



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## **PROGRAM HISTORY**



Treasure State Correctional Training Center (TSCTC) was established in July 1993 in the Swan Valley as an alternative to long-term incarceration, a method of reducing the long-term cost of keeping selected offenders incarcerated, a positive atmosphere for change and, most importantly, an opportunity to reduce the number of crime victims. The “boot camp” moved to a site near MSP in October 1997, and accepted the first group of offenders the following month.

## **GOALS, MISSION, PURPOSE**

TSCTC is a holistic environment geared toward positive change, self-respect, discipline, accountability and responsibility. It is a correctional military program with emphasis on treatment counseling as well as military bearing, drill, and ceremony. The goal is to change the criminal thinking patterns of men in order for them to become safe, contributing members of society. Trainees are not touched, sworn at or abused. They are verbally confronted, and often. They will be expected to perform duties and physical exercise they never thought possible. They can build self-respect and integrity. A trainee who pays attention, internalizes the program, and makes the *commitment to change* can graduate and become a solid citizen.

"I will take the credit or the blame for my actions." This statement of accountability is one of the foundations of the program. Holding offenders accountable for the harm they have done to others is a fundamental goal of the program.

### **MISSION STATEMENT:**

Treasure State Correctional Training Center promotes the mission of the Adult Community Corrections Division by inspiring offenders to have courage to change by using effective evidence-based programming including victim impact, restorative justice principles and professional staff to successfully reintegrate offenders to society to earn the trust of the citizens of Montana.

#### **CTC Creed:**

Be careful of your thoughts  
For your thoughts become your words.

Be careful of your words  
For your words become your actions.

Be careful of your actions  
For your actions become your habits.

Be careful of your habits  
For your habits become your character.

Be careful of your character  
For your character becomes your destiny.

## **ELIGIBILITY REQUIREMENTS**

Offenders who volunteer for the program are initially reviewed by the program's institutional P&P officer, who verifies eligibility requirements have been met. To be eligible, an offender:

- ❖ Must be convicted of a felony offense other than that punishable by a death sentence;
- ❖ Must not have outstanding warrants or detainer;
- ❖ Must pass a physical exam and ensure sufficient health for participation;
- ❖ May not have been admitted to the program more than twice.

If the offender meets the eligibility requirements, his case is presented to the program's screening committee which is comprised of the local sheriff, a community member, and TSCTC and DOC staff. The committee completes another in-depth review of the offender's criminal case and involvement with the criminal justice system.

Offenders screened for the program are referred from a broad range of correctional entities: MSP, regional and private prisons, DOC placements, and referrals from P&P officers and District Courts for individuals on probationary status.

All offenders accepted into the program must have a recommendation from their sentencing judge, Board of Pardons and Parole, or the DOC. Statutes do not allow the courts to make direct commitments to the program, rather, the court may recommend an offender for the program. Placement is contingent upon the offender meeting the eligibility requirements criteria and receiving approval of the screening committee.

## **COST/CAPACITY**

TSCTC's daily cost is \$105.87 per offender (includes administrative costs), with an average length of stay of 111 days, which results in a typical cost per stay of \$11,751.57.

TSCTC can accommodate 60 offenders. The average daily population was 53 in both fiscal year 2011 and fiscal year 2012.

## **FUNCTIONS OF PROGRAM**

Offenders are held to strict standards of discipline. Rules are enforced quickly with immediate consequences. The program strives to make offenders learn to follow the rules; however, learning discipline by itself does not prevent offenders from victimizing others again. Enforcing strict discipline adds stress that is used to create receptiveness. With the improved receptiveness, offenders then attend treatment programs.

## **SERVICES**

### **TREATMENT**

Offenders are required to participate in all treatment and education programs. If an offender has a high school diploma or a GED, and tests below the seventh grade level, he is required to participate in the GED program. If an offender does not have a GED or high school diploma, he must prepare for and, if possible, complete the GED examination.

Programs include (see Appendix for descriptions):

- ❖ Accountability and Relapse Prevention
- ❖ Anger Management
- ❖ Victimology/Victim Impact
- ❖ Cognitive Principles & Restructuring
- ❖ Parenting
- ❖ Substance abuse

TSCTC instills teamwork, accountability, anger management, integrity, work ethics, attention to details, and a sense of helping others that are in need. This is done at all times by directing the activities of trainees, ensuring they use the knowledge they have been learning in groups.

## **COMMUNITY SERVICE**

Work details are a daily part of the program and consist of keeping the barracks spotless; performing all grounds maintenance, including hand sweeping or shoveling of snow, hand weeding and mowing (rotary mowers); and meal cleanup.

Trainees who have reached a high level of trust and commitment in the program may be assigned to community work details. Projects such as weed control on school grounds, cleanup of public parks or waterways, etc., are coordinated between the staff and various community members. These are highly visible jobs that provide the community the opportunity to observe the trainees working in a disciplined and ethical manner.

Each fall, wood is donated to TSCTC by Sun Mountain Lumber. Trainees chop the wood and deliver it to the area's needy and elderly citizens. The program falls under the DOC's policy of restorative justice and gives trainees the opportunity to help someone else.

## **MONITORING PROGRESS**

The program has five phases. Intake occurs every two to three weeks, and graduations occur almost weekly depending on when offenders' individual program requirements are satisfied. Four squads are in different phases of the program at all times. Offenders do not necessarily stay with the same squad as when they arrived. An offender may be demoted to a lower squad depending on attitude, progress and discipline. Each phase has minimum standards that must be satisfied before progressing to the next phase, and the program's review team evaluates offenders' progress. The team reviews all written documentation and listens to oral reports from program facilitators and drill staff when determining whether an offender should advance or regress in the program. Offenders are given the opportunity to address the program review team and discuss their progress.

## **REENTRY**

A reentry group has been developed at TSCTC that helps prepare the offender for the Great Falls Booter AfterCare Program or any other location to which the offender might be going. The reentry group has also increased efforts with the AfterCare Program to join efforts in reentry plans. The focus of the group is on the following:

- ❖ Housing
- ❖ Applying for jobs
- ❖ Upcoming expenses and bills
- ❖ Probation or parole supervision
- ❖ GED testing
- ❖ Follow up resources
- ❖ Other areas of an offender's life he may encounter upon graduation from TSCTC

## **AFTERCARE**

The Great Falls Transition Center (a PRC) provides a residential 30-bed program devoted to preparing graduates, known as "booters," for progressively increased responsibility and freedom in the community.

The Great Falls Booter AfterCare Program was designed to deliver follow-up services to assist booters in internalizing the boot camp's philosophies, disciplines and tools. The residential 90-120 day program builds upon the TSCTC experience while providing a reintroduction to societal living. A secondary benefit of the program allows for community release planning and timely submission of applicable release documentation. AfterCare provides the vital link between TSCTC and the community by employing a mix of intensive community surveillance, services and individual case planning.

The Booter AfterCare Program is located in the west campus of the Great Falls Transition Center and was founded in response to the DOC's request for a specialized, short-term residency program with emphasis on treatment, to include advanced living skills, cognitive restructuring, substance relapse prevention, and community reintegration. The first six booters were received in October 1993, and since that time more than 1,400 have reported for services. AfterCare remains one of the nation's few such programs of a residential nature and is proud to be on the cutting edge of correctional ideology.

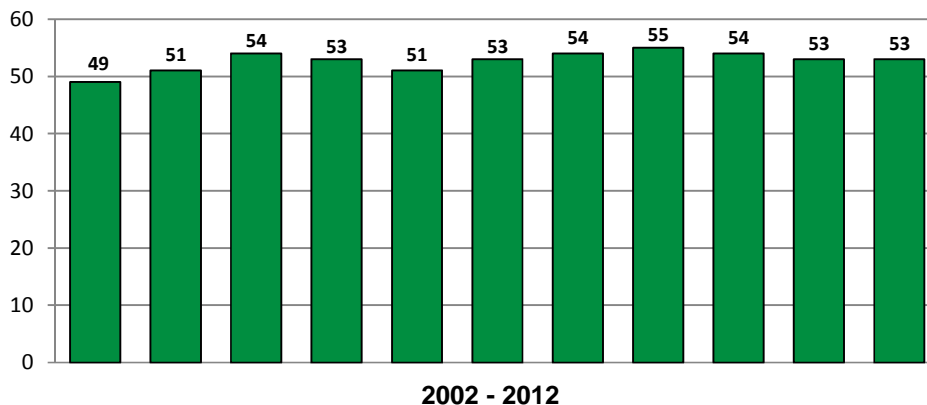
While at aftercare, booters maintain productive weeks consisting of a minimum of five productive days with an assignment to either spot jobs (paid employment) or community service. Each booter must provide a minimum of ten hours per week towards the community service requirement and an additional ten hours of physical training to help maintain physical conditioning and health status achieved while at TSCTC.

## **STATISTICS**

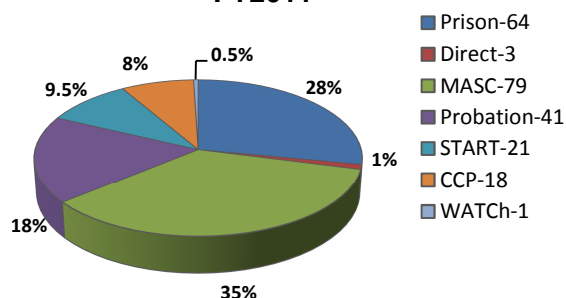
### **Boot Camp Program**

	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>
Number of graduates:	114	128
Average graduate length of stay:	110 days	112 days
Average age:	23 yrs.	23 yrs.

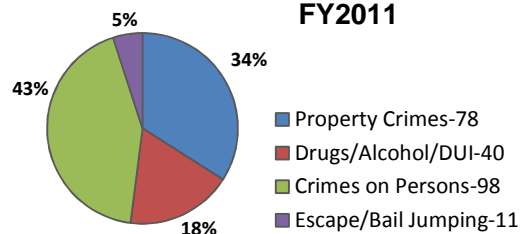
### **Average Daily Population**



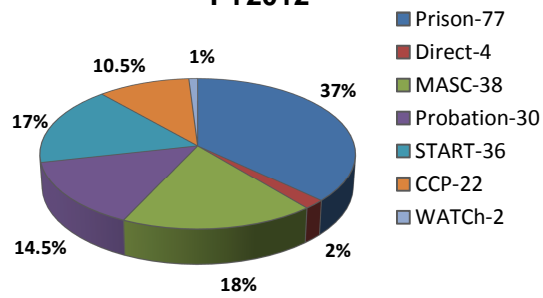
### **Where Trainees Came From FY2011**



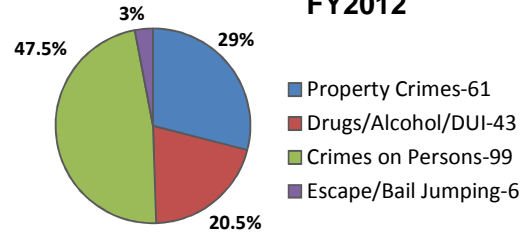
### **Types of Crime FY2011**



### Where Trainees Came From FY2012



### Types of Crime FY2012



### AfterCare Program

July 2010 through June 2012

Number of graduates:	217
Failures:	38 (17%)
Average graduate length of stay:	96 days

## **PRERELEASE CENTERS**



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## **PROGRAM HISTORY**

Prerelease centers (PRCs) are community-based correctional facilities operated by non-profit Montana corporations under contract with the Montana DOC. The facilities provide supervision, guidance and counseling; assistance in finding jobs; and training in life skills. PRCs provide services for adult male and female offenders released from prison, committed into the custody of the DOC, or are parole violators requiring a less-restricted setting than prison.

As an alternative to prison crowding, PRC contracts encourage 50 percent of center beds be filled with offenders coming from prison.

Seven PRC programs operate in Montana:

### **Alpha House Prerelease Center and Passages Prerelease Center**

Alternatives Inc., a non-profit corporation based in Billings, operates the Alpha House community corrections facility for men, which opened in 1980, and the Passages center for women, which opened in January 2007. Both facilities are located in Billings.

### **Butte Prerelease Center and Gallatin County Re-entry Program**

Community, Counseling and Correctional Services Inc. (CCCS) is headquartered in Butte and operates the Butte Prerelease Center for men and the Women's Transitional Center, also in Butte. The men's center opened in December 1983 and the women's center in July 1992.

The Gallatin County Re-entry Program in Bozeman, also operated by CCCS since December 2005, embraces a treatment-based model that encourages chemical and crime-free recovery for residents.

### **Great Falls Transition Center**

The center opened as a facility for males in March 1984. It expanded in 1996 to include capacity for female offenders. The men's center is a two-story, 37,500 square-foot facility, and the women's center is a one-level, 10,340 square-foot facility.

### **Helena Prerelease Center**

Boyd Andrew Community Services opened the Helena Prerelease Center in June 2001 to provide guidance for male offenders as they transition to the community.

### **Missoula Correctional Services Inc. (MCS)**

In 1994, MCS took over the former state facility serving male offenders. MCS included female offenders when it moved into a new building in 1999.

In April 2004, due to on-going demands for PRC bed space, the ACCD implemented a 180-day length-of-stay limit for all offenders residing in the centers. This limit was increased to 200 days in fiscal year 2010 and requires that if a case manager from a PRC determines a need to extend an offender's stay beyond the typical stay, a written request for approval must be submitted to the ACCD. The request must specifically explain reasons for the extension, which may include disciplinary sanctions, failure to complete programming, court orders and employment difficulties.

The average lengths of stay in days for an offender in PRC during the past four years:

<b>FISCAL YEAR</b>	<b>MALES</b>	<b>FEMALES</b>
2009	190	199
2010	178	172
2011	181	185
2012	184	186



## **GOALS, MISSION, PURPOSE**

PRCs operate to ensure community safety while holding offenders accountable, offer an opportunity for rehabilitation, and provide the best guidance possible for offenders to return to a normal life and fulfill their obligations. The programs offer an alternative to the direct release of the offender from prison or jail to the community and give the offender an opportunity to adjust to the community in a gradual, controlled manner. Transitional steps are provided to prepare the offender for release into society.

Offenders participating in a PRC program are expected to find jobs to help support their family. They also help pay for medical expenses; make restitution payments; pay court-ordered fines and fees; taxes; and save money for release. This policy helps hold offenders accountable and empowers them in accepting responsibility.

## **ELIGIBILITY REQUIREMENTS**

Offenders incarcerated at MSP, MWP, and regional and private prisons are screened by a state screening committee which includes representatives from the prison, the Board of Pardons and Parole (BOPP), and an institutional P&P officer.

The process includes personal interviews with eligible offenders by the screening committee, a careful review of their criminal history, and their conduct at the prison. The intent of the screening process is to assess whether an offender's placement in the community will jeopardize public safety, to determine the appropriateness of the offender for a community setting, and to help determine an offender's chances of success in a PRC program.

When an offender is approved by the state screening committee, information is forwarded to the PRC for a thorough review by a local screening committee. Such committees are community-based teams and typically include a representative from the PRC, a member of the PRC's board of directors, a P&P officer, representatives from local law enforcement, and a local citizen.

Offenders committed into the custody of the DOC may be referred to a PRC program in lieu of prison incarceration. If an offender is appropriate for PRC placement, the P&P bureau sends information about the offender to the PRC for a review and decision by the screening committee.

Offenders violating their parole also may be recommended for PRC rather than return to prison. The hearings officer and BOPP makes this determination with input provided by the offender's P&P officer and the PRC's local screening committee.

Current requirements are:

1. Offenders must be at least 18 years of age and within 13 months of parole eligibility or discharge.
2. Offenders making application shall not have medical or psychological problems that require hospitalization or extensive and costly community-based care. If an offender placed in a PRC has medical or psychological problems requiring treatment beyond what the offender can afford to pay, the offender may be returned to a state correctional facility for treatment.
3. Offenders shall be physically and mentally capable of work and/or educational or vocational training. If unable to work, offenders must be able to financially subsidize their stay at the PRC. Offenders with disabilities shall not be discriminated against, however, they must be able to financially subsidize their stay at the PRC to the same extent that any other offender would be required to do, or request a waiver of contribution from the DOC.
4. Offenders in need of treatment must consent to outpatient treatment in the community. Offenders will be required to pay for all treatment costs, if they are financially able.

5. Offenders with detainers shall secure verification that the detainers are resolved to the satisfaction of the state correctional facility and the division before referral to a PRC.
6. Offenders shall be free of felony escape convictions for a minimum of three years before being considered for referral and/or placement at a PRC.

Factors such as escape history, detention, increase in custody, or previous conduct at a PRC may be considered in determining the appropriateness of any offender placement.

## **COST**

With the focus on offender reentry, it is necessary to implement measures to prevent prison overcrowding, lower recidivism rates, and promote public safety. While no single part of the corrections system can provide a complete solution to each of the challenges, PRC programs respond to these issues and are an important element of effective corrections management. The average daily cost for an offender in a PRC is \$65.41 for women and \$54.42 for men. These are based on the negotiated contract rates and do not include outside medical or administrative costs.

A \$14 daily room-and-board charge is assessed to each offender so he/she can help share the burden of the cost of their incarceration. In fiscal year 2012, offenders paid **\$3,620,470** toward room and board.

Billings: Alpha House	\$ 795,470	Great Falls	\$ 721,148
Passages	\$ 285,358	Helena	\$ 457,481
Bozeman	\$ 199,749	Missoula	\$ 462,692
Butte	\$ 698,572		

## **CAPACITY**

<b>Center</b>	<b>Male Beds</b>	<b>Female Beds</b>	<b>Total</b>	<b>*TLP Slots</b>	<b>**ESP</b>	<b>***Aftercare</b>
Alpha House	162	0	162	20	40	0
Bozeman	34	0	30	5	12	0
Butte	120	55	175	20	12	0
Great Falls	135	34	169	10	22	30
Helena	99	0	99	10	6	6
Missoula	90	20	110	12	16	0
Passages	0	69	69	8	0	0
						0
<b>Totals</b>	<b>640</b>	<b>178</b>	<b>818</b>	<b>85</b>	<b>108</b>	<b>36</b>

\* Transitional Living Program

\*\* Enhanced Supervision Program

\*\*\*Booster and WATCH

## **FUNCTIONS OF PRERELEASE PROGRAMS**

To accomplish PRC goals, the following functions have been identified:

- ❖ Provide alternatives to direct release from correctional institutions which assist with the transition from prison into the community.
- ❖ Meet the supervision and control needs of offenders in a community-based correctional setting that permits them to participate in activities that would otherwise not be available in confinement.
- ❖ Establish and maintain a continuum of programming through formal and informal links to services provided, which are listed below.
- ❖ Provide a stable foundation from which individuals may leave the correctional system prepared to handle their responsibilities in the community.

## **SERVICES**

### **TREATMENT AND PROGRAMMING** (See Appendix for descriptions.)

- ❖ Cognitive Principles & Restructuring
- ❖ Chemical Dependency
- ❖ Parenting
- ❖ Anger Management
- ❖ Community Service
- ❖ GED/tutoring/testing
- ❖ Native American Services
- ❖ Family Relationships
- ❖ Life Skills - geared towards cultivating outside resources
- ❖ Counseling - pastoral, employment and veterans
- ❖ Continuing care program - relapse prevention, coping techniques, and finding health support systems

### **SECURITY MEASURES**

A very high percentage of offenders entering a PRC program have been involved in drug-related crimes and have a history of chemical dependency. As a result of the high percentage of chemical abuse, the PRCs have on-site drug and alcohol testing and offenders are required to provide urine and breath samples upon request. Generally, any sample determined to be positive for alcohol or a controlled substance is cause for a due process hearing.

Offenders are also subject to room, vehicle and personal searches as a means to control offender property and guard against theft, both in the facility as well as in the community. Offenders are required to develop weekly plans for all money spent in the community. This budget planning is designed to provide a safeguard against misuse of allocated funds. Around-the-clock agendas are planned by each offender with assistance from a counselor, and monitored by PRC personnel using random agenda and telephone checks.

### **OTHER SERVICES**

#### **Transitional Living Program (TLP)**

The DOC offers this program for adult offenders who have completed the residential phase of a PRC program. These offenders reside in the community at an approved residence and report to the PRC daily at a time established by a counselor. Offenders participating in the program complete a 24-hour itinerary and are monitored daily by PRC personnel. TLP allows offenders the opportunity to safely integrate back into the community, assume increased personal responsibility, and ensure, to the greatest extent possible, the safety and welfare of the community.

#### **Enhanced Supervision Program (ESP)**

ESP is a resource of the PRC and is an effective way for P&P officers to manage high-risk offenders in the community. Case managers test offenders' breath and urine for drugs at the PRC, handle daily check-ins, and have weekly meetings with P&P officers.

#### **Aftercare Programs**

To provide a continuum of care upon graduation from the TSCTC program, the Great Falls Transition Center provides a specialized, short-term residency program for 30 booters to assist in their transition into the community. The Helena Prerelease Center provides six beds for offenders who have completed the WATCH West program and need a place to stay. This aftercare program is designed to provide support in the offender's sobriety while under the direct supervision of his P&P officer.

## **REENTRY**

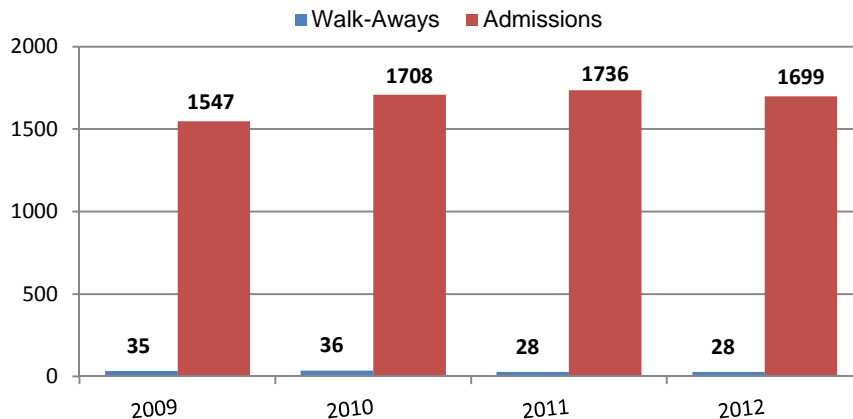
Pursuant to their purpose, PRCs serve the reentry focus by assisting offenders in transitioning into the community while in a less-restricted setting and providing the specific treatment, programming and other services listed above.

To aid further in the reentry effort, PRCs are adding programs such as:

- ❖ Job counseling to assist with and enhance job searching abilities, including completing applications and resumes, interview skills, obtaining needed IDs, and appropriate dress and demeanor. Counselors maintain contact with employers to ensure there are no issues/problems with the resident and to help resolve issues that may arise
- ❖ Victim-Impact Panels teaching residents about the “ripple effect” of their actions and forcing them to put themselves in the place of their victims
- ❖ Curriculum for self-improvement
- ❖ Educational programs beyond a GED, and assistance with applications for admission and student loans or grants
- ❖ Parenting classes that encourage expectant fathers to attend local hospital programs
- ❖ SCRAM – Electronic alcohol monitoring devices used by DUI offenders if allowed to drive for employment purposes
- ❖ Task forces on homelessness to address the availability of appropriate housing for offenders upon their release

## **STATISTICS**

**PRC Walk-Aways Compared to Admissions  
FY2009 through FY2012**



PRCs currently provide space for 903 traditional and TLP offenders and with a typical stay of 200 days in length, about 1,700 offenders now go through PRC programs per year. Walk-aways typically occur from the offender's employment site or enroute to and from the employment site and in-between PRC movement counts. The apprehension rate of escapees has been over 97 percent for these past four years.

**PRC Rainbow Book Legislative Statistics – FY 2011**

	Paid for Rm & Board	Offender Earnings	Restitution Fees	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BILLINGS	\$779,100	\$2,086,096	\$63,676	\$434,020	516	\$110,884	294,750	\$61,688
BOZEMAN	\$195,911	\$464,332	\$3,301	\$62,375	5,020	\$6,498	41,097	\$35,490
BUTTE	\$846,625	\$1,800,223	\$25,081	\$148,925	11,213	\$41,750	186,240	\$132,358
GREAT FALLS	\$720,897	\$1,662,566	\$49,039	\$569,375	45,044	\$17,498	208,308	\$1,417
HELENA	\$356,610	\$888,259	\$36,407	\$115,531	1,616	\$13,735	97,249	\$58,258
MISSOULA	\$434,973	\$791,860	\$13,716	\$127,138	496	\$15,033	115,863	\$9611
PASSAGES	\$251,064	\$623,436	\$19,477	\$129,707	n/a	\$18,283	98,450	\$8,611
<b>TOTALS</b>	<b>\$3,585,180</b>	<b>\$8,316,772</b>	<b>\$210,697</b>	<b>\$1,587,071</b>	<b>63,905</b>	<b>\$223,681</b>	<b>1,041,957</b>	<b>\$307,433</b>

**PRC Rainbow Book Legislative Statistics – FY 2012**

	Paid for Rm & Board	Offender Earnings	Restitution Fees	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BILLINGS	\$795,470	\$2,566,107	\$79,135	\$470,706	561	\$115,554	337,424	\$81,085
BOZEMAN	\$199,749	\$499,755	\$22,779	\$75,565	3,877	\$6,357	55,590	\$47,340
BUTTE	\$698,572	\$1,451,355	\$36,714	\$118,024	12,100	\$33,388	282,880	\$108,144
GREAT FALLS	\$721,148	\$1,721,652	\$48,038	\$598,240	33,324	\$26,105	223,362	\$261
HELENA	\$457,481	\$1,081,353	\$36,241	\$138,030	4,420	\$14,586	116,447	\$71,387
MISSOULA	\$462,692	\$729,158	\$20,565	\$123,148	2043	\$16,045	116,032	\$11,454
PASSAGES	\$285,358	\$731,954	\$18,784	\$134,264	n/a	\$15,578	101,908	\$9,448
<b>TOTALS</b>	<b>\$3,620,470</b>	<b>\$8,781,334</b>	<b>\$262,256</b>	<b>\$1,657,977</b>	<b>56,325</b>	<b>\$227,613</b>	<b>1,233,643</b>	<b>\$329,119</b>



## **TREATMENT PROGRAMS**



## **FACILITIES PROGRAM BUREAU**

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## **Warm Springs Addictions Treatment & Change Program Fourth and Subsequent Felony DUI Program**



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## **PROGRAM HISTORY**

A 2001 statute change allowed the DOC to provide an alternative, proactive response to traditional sentencing for persons convicted of felony drunken driving by placing them in a treatment facility rather than prison. The sentence is for 13 months. If an offender successfully completes the six-month program, the remaining seven months may be served on probation. Offenders who do not participate, or are deemed inappropriate for treatment in a modified therapeutic community, are placed at a state prison or jail for up to 13 months.

The WATCH West program opened in February 2002 in Warm Springs as a partnership between Community, Counseling and Correctional Services Inc. (CCCS) and the DOC. On February 1, 2005, through a cooperative effort with the community of Glendive, the DOC and CCCS, WATCH East opened its doors to 40 offenders who transferred from WATCH West.

## **GOALS, MISSION, PURPOSE**

The WATCH program is an intensive six-month addictions treatment curriculum based on modifying thoughts, assumptions, beliefs and behaviors. The goal is to assist offenders in the development of the skills necessary to create pro-social change, reduce anti-social thinking, criminal behavior patterns and the negative effects of chemical addictions while integrating more fully into society. Effective treatment for felony DUI (four or more convictions) can be part of the solution for reducing DUI arrests.

Research indicates that the most promising approach to substance abuse treatment is the modified therapeutic community model. The program believes that treatment strategies for achieving increased self-regulation for chemical abuse and criminal conduct must be made to fit the offender's level of awareness, cognitive development, and determination to change disruptive patterns of thought and behavior.

At WATCH, staff use the appropriate strategies at the particular stages of each offender's process of change. It is believed that self-improvement and change involves developing the motivation to change. Once the therapeutic alliance is forged, self-regulating skills may then be learned through motivational counseling, therapeutic confrontation and reinforcement of life-enhancing behavior. Effective treatment must integrate the principles of both therapeutic and correctional treatment models.

## **ELIGIBILITY REQUIREMENTS**

The contract between DOC and CCCS requires a screening committee to determine acceptance into the WATCH program. Generally, all offenders convicted of a felony DUI are accepted; however, several exclusions may apply, such as a history of violence, or medical or mental health conditions impacting the offender's ability to participate in the program.

Only male felony DUI offenders are accepted into WATCH West. The screening committee is comprised of three representatives from WATCH West, two from the DOC and one from the Montana State Hospital.

All female felony DUI offenders in Montana and male felony DUI offenders from the eastern part of the state are screened for admission to WATCH East. Male offenders from other areas in Montana are also screened and accepted as space allows. The screening committee is comprised of a law enforcement officer, a P&P officer, a representative of the Glendive community in general, a resident of the neighborhood where the facility is located, and the WATCH East administrator.

## **COST/CAPACITY**

The cost for WATCH West offenders and inmate workers is \$58.86 per day. The DOC pays WATCH East a daily rate of \$96.22 per offender. These are the negotiated contract rates and do not include outside medical or administrative costs.

WATCH West has a capacity of 115 male offenders. WATCH East has a capacity of 50 male and female offenders.

## **FUNCTIONS OF PROGRAM**

WATCH is unique in its intensity and duration. Treatment includes a strong emphasis on criminal thinking errors, 12-step programming, relapse prevention, and skill building. The therapeutic community model simulates a healthy family environment and teaches the offenders to live together in a pro-social manner while holding themselves and others accountable. The modified therapeutic community model simulates a healthy population and uses community as a treatment method. Rules and roles for each offender, or “family member,” are well defined and must be followed by participants. WATCH encourages participants to play an active role in their recovery by accepting personal responsibility for their behavior and their life path. Offenders learn how to build a mature, responsible lifestyle characterized by adherence to a strict moral code of ethics and behavior. WATCH reduces recidivism and increases public safety, while saving lives and taxpayer dollars.

The program is followed by mandatory aftercare in the community.

## **SERVICES**

Within the first week of placement, a comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed to develop a comprehensive individualized treatment plan.

The therapeutic community is the cornerstone of the treatment model at WATCH, but an effective curriculum is also an important part of the treatment. Offenders are involved in treatment, programming, and groups for more than nine hours a day. The curriculum includes (see Appendix for descriptions):

- ❖ Modified Therapeutic Community Model
- ❖ Chemical Dependency programming
- ❖ Cognitive Principles & Restructuring
- ❖ Criminal Thinking Errors
- ❖ Family Relationships/Parenting
- ❖ Anger Management
- ❖ Life Skills and career development
- ❖ Grief groups
- ❖ Self-Help 12-step programming
- ❖ Negligent Vehicular Homicide group
- ❖ Victim Issues/Restorative Justice
- ❖ Relapse Prevention
- ❖ Men's Issues (West)
- ❖ Wells Toastmasters group (West)
- ❖ Centurions (West)
- ❖ Community Speakers Bureau (West)
- ❖ Men's Traditional Fathers (East)
- ❖ Co-Dependency (East)
- ❖ Women's Art Workshops (East)
- ❖ Thinking for Change (East)
- ❖ GED classes (East)
- ❖ College classes through Dawson Community College (East)

## **OTHER PROGRAM COMPONENTS**

- ❖ Urinalysis testing
- ❖ DNA testing
- ❖ System of incentives and sanctions
- ❖ Recreational programming
- ❖ Optional Native American smudge ceremony
- ❖ Optional Bible study and non-denominational Sunday church services

## **PROGRAM EVALUATION**

Program evaluation begins on the first day an offender arrives. Initially, evaluation efforts focus on the structure and process of the program itself. Progress through various phases and completion assignments is tracked throughout an offender's treatment experience. At WATCH East, each offender anonymously evaluates their treatment experience before leaving the program.

Following discharge, offenders are tracked using a variety of measures:

- Arrest data
- Technical violations
- Revocations
- Convictions
- Degree of compliance with the aftercare/  
discharge plan
- Payment of fines
- Continuity of care
- Sobriety or use information
- Self-help attendance
- Employment

Offenders successfully completing the program are tracked while on probation by using the Offender Management Information System (OMIS) for convictions and technical violations and collecting information from P&P officers.

## **REENTRY**

WATCH West's aftercare plan is a supportive guide designed primarily to assist the discharged family member in his sobriety while under the direct supervision of his P&P officer. It intentionally avoids excessive detail in order to allow the officer and the outpatient provider room for assistance, intervention, and continued guidance of the member. The member is to discuss the entire aftercare plan in the presence of the officer as well as his outpatient primary counselor. The aftercare plan includes the following support systems:

- ❖ Recovery based support group meetings – three weekly meetings are recommended
- ❖ Outpatient care as a mandatory and vital part of the Continuing Care Program – Contact information to set up appointment provided; WATCH West often sets up first appointment; discharge summary and aftercare plan are shared with aftercare (outpatient) counselor and supervising P&P officer
- ❖ Relapse intervention/prevention plans – includes self-control plan, balanced daily lifestyle, relapse worksheet, thinking error reports, plans for a healthy lifestyle, and offender's criminal cycle
- ❖ Employment – finding productive and meaningful work
- ❖ Educational plans – GED, completing high school, attending college or vocational school
- ❖ Domestic situation – finding appropriate housing based on domestic status
- ❖ Financial resources – money management
- ❖ Transportation – being self-sufficient
- ❖ Legal issues, fines and restitution – review of legal obligations
- ❖ Leisure and recreation – proper use of leisure time and recreation opportunities
- ❖ Recording or journaling – required to keep journal of activities, scheduling, thoughts
- ❖ Pay it Forward – helping in the community; listing specific acts to be taken
- ❖ Wife and sober friends
- ❖ Exhortation – “Each day that you remain free from alcohol and drugs and criminal acts, you will feel power and strength. Your self-confidence will grow. This ‘power’ and ‘self-confidence’ will give you ownership of the changes you have made. Taking ownership of the changes you have made here at WATCH means you do your *own* thinking and that you allow your *own* values and morals to be the guide for your behavior. You have learned the skills to live free of alcohol and drugs. Preserve, protect and defend your sobriety. Think about the changes you have made and truly *live* your life!”

The focus in WATCH East's groups, classes and presentations is that offenders need to learn to make responsible choices. The college classes that have been offered for several years to family members are now geared toward reentry issues and include a three-credit life skills class focusing on making healthy choices and nine one-credit classes highlighting job skills, job readiness, leadership, stress management and money management. These classes provide the offender with a professional resume and the ability to set goals, be a leader and manage stress. Offenders are also educated on the reasons for relapse and how it can be prevented by identifying their triggers.

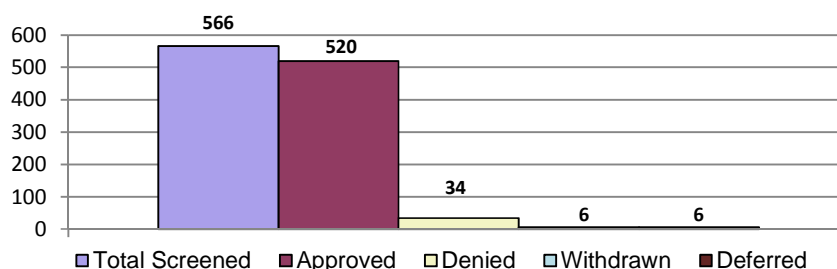
## **STATISTICS**

### **WATCH West**

Since the program's inception, 2,143 offenders have successfully completed the treatment. In the past two fiscal years, 404 offenders successfully completed treatment at WATCH West and returned to P&P supervision for the remainder of their sentences.

Statistics show that, from July 2010 through June 2012, 50 offenders who had completed the WATCH West program received a new DUI conviction. This is 12.3 percent of offenders completing the program.

#### **Screening Results July 1, 2010 – June 30, 2012**



Total Approved: **92%** of total screened

Number withdrawn: 1% of total screened

Number deferred: 1% of total screened

Number denied: 6% of total screened

- Due to criminal history: **15**
- Due to inappropriate sentence: **8**
- Medically inappropriate: **10**
- Refused Program: **1**

Total number of admissions to the program (July 1, 2010 – June 30, 2012): **506**

**404** (80%) of those released were treatment complete upon release.

**Of the 102** (20%) not treatment complete by June 30, 2012:

- **35** Voluntarily resigned
- **6** Released for medical reasons
- **23** Released for discipline/sanctions/sentencing/other reasons

#### **Ethnicity**

**78.1%** Caucasian

**16.6%** Native Americans

**3.9%** Hispanic

**0.8%** African American

**0.6%** Other

### Averages

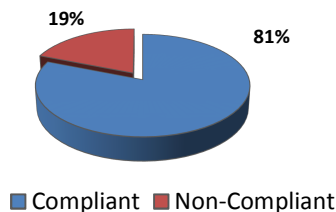
- Age at admission: **44.42**
- BAC at time of arrest: **.202**
- Age of first use: **14.14**
- Level of education: **11.89**
- Primary drug of choice: **Alcohol**
- Secondary drug of choice: **Marijuana**
- Tertiary drug of choice: **Methamphetamine**
- Number of dependents: **1.5**
- Number of DUIs: **5.5**
- Number of misdemeanors: **19.28**
- Number of felonies (includes current charges): **2.73**
- Number of outpatient treatments before WATCH: **0.84**
- Number of inpatient treatments before WATCH: **1.22**
- Length of stay to complete treatment: **185.3 days**
- Individuals with psychiatric conditions: **19%**

### Other Information

- Number of Escapes: **0**
- Number of Positive Urinalysis: **0**
- Number of Positive Breath Analysis: **0**
- Number of Class I write-ups: **1** (formal)
- Number of Class II write-ups: **62**
- Number of Class III write-ups: **303**
- Overall Program Compliance: FY2011 – **77.0%**      FY2012 – **85.0%**

### P&P/Aftercare Compliance Rate

July 1, 2010 - June 30, 2012



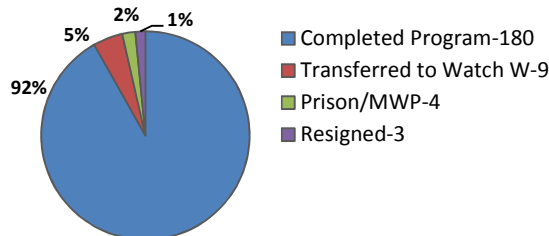
This data shows that WATCH West has significantly addressed this incredible problem in Montana. Less than 13 percent of all graduates have been sentenced for a new DUI offense. Even more significant is the fact that more than 81 percent of all graduates of the program have remained in total compliance with all of their court, aftercare and probationary conditions.

The efficacy of WATCH West and the direct supervision of adult probation and parole have significantly increased the safety of Montanans at less cost than prison.

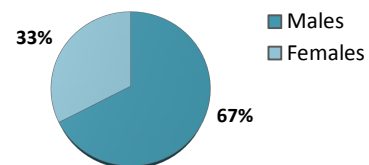
## **WATCH East**

Of the 180 offenders who successfully completed the WATCH East program during July 1, 2010 through June 30, 2012, only two have been convicted of an additional DUI, for a success rate of over 98 percent. This level of success reflects significant progress in increasing public safety, saving lives and taxpayer dollars.

### **196 Admissions and Discharges**



### **by Gender**



Preference is given to females since this is the only state-approved treatment facility for female felony DUI offenders. The greatest number of women participating in treatment at one time was 29 and the lowest number was 13.

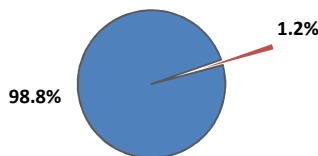
### **Ethnicity**

**75% Caucasian**  
**22% Native American**

**2.5% Hispanic**  
**0.5% African American**

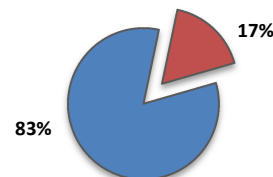
### **Repeat Offenders**

■ 168 Offenders Received Data ■ 2 New DUI's



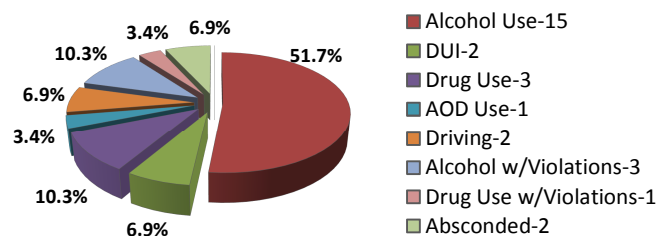
### **Supervision Compliance**

■ In Compliance ■ Not in Compliance



Former residents are monitored for more than new DUIs. They are tracked through biannual reports of P&P officers. Collective results indicate that 31 offenders are out of compliance with some aspect of their probation, including the two who received a new DUI. The remaining 29 are not in compliance for a variety of reasons. This means that 83 percent of WATCH East's successful graduates are in full compliance with all aspects of their probation – a clear indication of WATCH's effectiveness.

### **Reasons for Non Compliance**



### **Domestic Violence**

The medical and counseling needs of the women at WATCH East exceed that of most males. In a recent survey, not only do the women have chronic alcohol abuse problems, but 19 out of 21 have been the victims of violence and abuse, many since childhood. The program has been tailored to recognize these issues and to empower women to break the cycle of violence.





## **CONNECTIONS CORRECTIONS PROGRAM**



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**Dave Boyd**  
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## **PROGRAM HISTORY**

The Connections Corrections Program (CCP), a 60- to 90-day residential chemical dependency treatment program, opened in March 1998 in Butte as a 30-bed coed chemical dependency treatment facility designed to serve the correctional population throughout the state. Today, the CCP Butte facility has 52 beds for state offenders. In March 2007, the facility became an all-male program with the opening of the Passages female treatment program in Billings. During the summer of 2007, the Butte P&P office moved from the CCP building, allowing CCP to expand by occupying the entire floor.

In February 2005, CCP expanded to a portion of the building housing WATCH West in Warm Springs, providing 40 treatment beds for male offenders. Since then, 12 more beds have been added at CCP West for a total capacity of 52 beds for state offenders. P&P officers may use ten of the beds to sanction parole, ISP, PRC and conditional release offenders who violate conditions of their community placements.

## **GOALS, MISSION, PURPOSE**

As the level of services required to effectively treat offenders increases, both programs have evolved and changed over the years. They continue to provide evidenced-based curricula and methods of providing the best possible programming for a difficult population, while continuing to modify and strengthen the program with the latest practices.

## **ELIGIBILITY REQUIREMENTS**

Eligible offenders are those committed to the DOC with a recommendation and/or assessment for alcohol or drug treatment and offenders recommended by the BOPP who need alcohol or drug treatment before being approved for parole. All male parolees, conditional release and prerelease offenders who have received an intervention, on-site or disciplinary hearing through probation and parole may be placed in the sanction treatment beds at CCP West in Warm Springs.

## **COST/CAPACITY**

The cost per day for an offender in CCP West is \$68.04; CCP Butte is \$79.50 per offender. These are the negotiated contract rates and do not include outside medical or administrative costs.

The total capacity of CCP operations is 104 beds for male offenders.

## **FUNCTIONS OF PROGRAM**

Both CCP operations underwent changes with the adoption of the therapeutic community treatment model and are now unique community-correctional facilities that serve the needs of adult correctional populations who are chemically dependent. The program provides offenders with a full range of treatment services focusing not only on each offender's chemical dependency issue, but also on the underlying behavioral and dysfunctional thinking patterns which contribute to or sustain chemical use and result in criminal behavior.

## **SERVICES**

CCP incorporates groups and services that include the following (see Appendix for descriptions):

- |  |                    |
|--|--------------------|
| ❖ Chemical Dependency                  | ❖ Co-Dependency    |
| ❖ Criminal Thinking Errors             | ❖ Victimology      |
| ❖ Cognitive Principles & Restructuring | ❖ Anger Management |

- ❖ Relapse Prevention
- ❖ Men's Issues
- ❖ Living in Balance (life skills program)
- ❖ Thinking for Change
- ❖ Self-Help 12-step programming
- ❖ Domestic Violence

## REENTRY

CCP is planning for reentry from the time the offender is admitted until he is transferred to a lower level of care. The curriculums used at CCP are designed to address current issues in an effort to avoid relapse and reoffending. As well as the groups and services mentioned above, the curriculums also include:

- ❖ Additional behavioral/cognitive groups
- ❖ Relationships – family roles, addictive relationships
- ❖ Educational classes – grief, stress, change, STDs and HIV, hygiene, probation and parole
- ❖ Educational and job services – vocational rehabilitation, resumes, job skills, interviewing

To further aid in CCP's reentry focus, its Continued Care Plan includes:

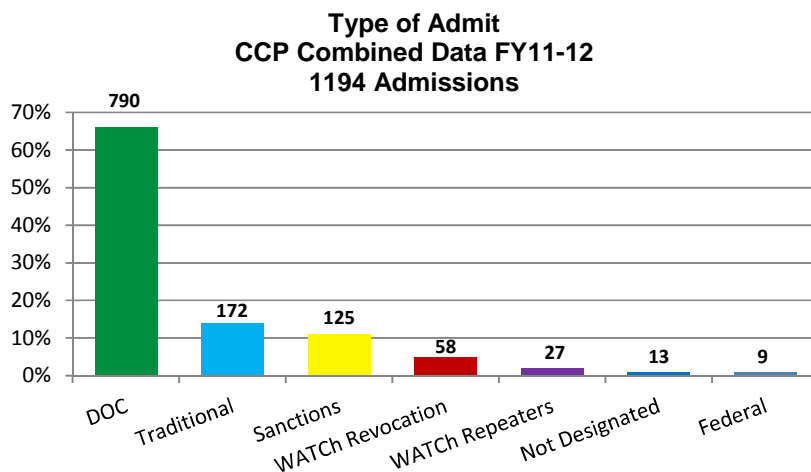
- ❖ Outpatient – Aftercare
- ❖ Relapse interventions
- ❖ Sober support system
- ❖ Employment
- ❖ Educational plan
- ❖ Financial resources
- ❖ Domestic situation (living arrangements)
- ❖ Legal issues, fines and restitution
- ❖ Leisure and recreation
- ❖ Pay it Forward, Giving Back to Community

## STATISTICS

During July 1, 2010 through June 30, 2012, a total of 1,194 offenders were admitted to CCP; 592 at CCP Butte and 602 at CCP West. With 1,099 offenders released to probation or parole, interstate supervision, ISP, or to a PRC to complete their programming, CCP saw a **92 percent** program completion rate.

Admissions included the following classifications:

- 66%** DOC commitments (not transferring from MSP or regional prison)
- 14%** Traditional offenders (transfers from MSP or regional prison)
- 11%** Sanctions (sent to CCP West in lieu of incarceration)
- 5%** WATCH Revocation Program
- 2%** WATCH Repeaters
- 1%** Not designated
- 1%** Federal



Of the **98** offenders (8 percent) who did not complete the program:

**75** were removed for disciplinary reasons

**8** voluntarily resigned from the program and moved to a higher level of security

**7** had sentences expire or were discharged

**4** walked away from CCP Butte without permission

**2** were transferred to the prison infirmary due to medical or mental health conditions beyond CCP's ability to treat

Average statistics for CCP:

- Monthly number of admissions and releases: **100**
- Monthly individual counseling sessions: **180**
- Monthly Chemical Dependency group hours: **96**
- Monthly Criminal Thinking Errors groups: **26**
- Monthly Cognitive Principles & Restructuring groups: **21**
- Positive drug test results: **0**
- Escapes or escape attempts: **0**
- Monthly number of formal disciplinary hearings: **2**

### Ethnicity

**60.0%** Caucasian

**25.5%** Native American

**9.5%** Other

**1.5%** African American

**3.5%** Hispanic/Mexican

### Age of CCP Offenders

Average

33.9

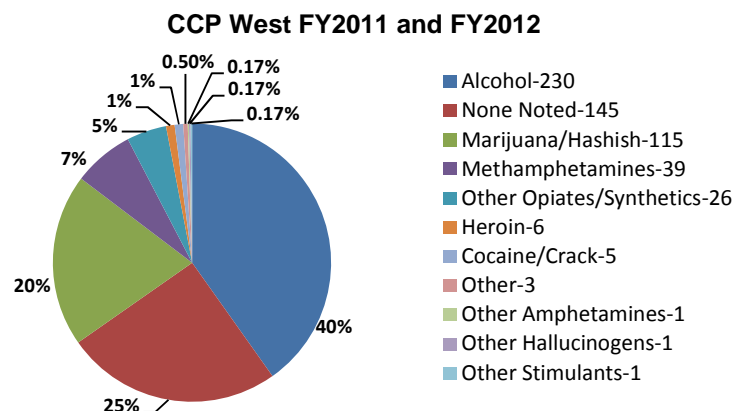
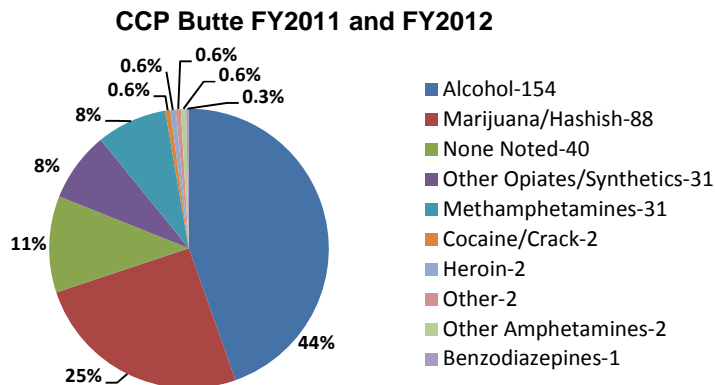
Minimum

18.3

Maximum

66.4

### Drug of Choice



## **NEXUS CORRECTIONAL TREATMENT FACILITY**



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**Program Administrator**  
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## **PROGRAM HISTORY**

The NEXUS program is a partnership between Community, Counseling and Correctional Services Inc. (CCCS) and the Montana DOC. The program represents the culmination of efforts to provide an alternative, proactive response to traditional sentencing of adult males who are addicted to methamphetamines and other chemicals or substances of dependence.

The increasing problems of illegal drug use and addiction, coupled with the lack of in-patient treatment facilities, prompted the creation of NEXUS. The 2005 Legislature, in response to the rising social and economic costs related to methamphetamine use, authorized the DOC to create a methamphetamine treatment program. The result was a program that gives addicted male offenders the opportunity to complete residential treatment and aftercare in a community-based prerelease center as a means of shortening their sentences.

NEXUS opened June 1, 2007 in Lewistown.

## **GOALS, MISSION, AND PURPOSE**

NEXUS is an intensive, cognitive/behavioral-based addictions treatment community assisting “family members” (offenders) to develop the skills necessary to create pro-social change; reduce anti-social thinking; interrupt criminal behavior patterns; and address the negative effects of chemical addictions while integrating more fully into society.

Goals of the program include:

- ❖ Increase the level of knowledge of chemical dependency and the consequences of methamphetamine use.
- ❖ Promote responsibility and accountability.
- ❖ Decrease the number and frequency of positive alcohol/drug tests while under probation supervision after graduation from the program.
- ❖ Reduce the proportion of offenders who violate probation as demonstrated by a lower number of intermediate sanction and revocations.
- ❖ Decrease future methamphetamine-related convictions.

## **ELIGIBILITY REQUIREMENTS**

Offenders eligible for placement at NEXUS are male offenders:

1. convicted of a second offense or subsequent criminal possession of methamphetamines as described in §45-9-102(5)(a)(ii), MCA. The program may also screen individuals who have been sentenced in accordance with other statutes as determined by the DOC (DOC override);
2. in need of structured treatment for chronic methamphetamine abuse;
3. in need of structured treatment for a stimulant use disorder that includes abuse of other amphetamines or cocaine;
4. in need of structured treatment for any form of chemical dependency and treatable co-occurring mental issues; and/or
5. admitted under special approval by the DOC.

Applicants must be ready to change, accept straight-forward accountability, and be open to participate in a therapeutic community. Once a referral is received, a local screening committee determines whether to accept the offender. The committee consists of the NEXUS administrator, a P&P bureau representative, the local sheriff, city manager and a representative of the community. The screening process is the only means of admission.

## **COST/CAPACITY**

The daily cost for NEXUS is \$119.05 per offender. This is the negotiated contract rate and does not include outside medical or administrative costs.

NEXUS has 82 beds for adult male offenders.

## **FUNCTIONS OF THE PROGRAM**

NEXUS is based on a modified therapeutic community model which is an intensive, long-term residential treatment program that has been modified to meet the special needs and issues of a correctional population. According to the National Institute on Drug Abuse, this model has been found to be very effective in reducing drug use and criminal recidivism.

The concept behind a therapeutic community is to teach offenders how to live and function within the larger society and within their own families in a sober, pro-social manner. Each offender entering the program is assigned to one of two units, or "families" and "communities." These terms help reinforce the idea that everyone belongs to a family of sorts, from our family of origin, to our extended family, to the "family" of the human race. It is members of a family/community working together toward their common recovery that achieves positive change in individuals.

Within this framework, the actions of one person take on a new perspective as the treatment program stresses how a person's behavior has a ripple effect on others; everyone will experience the consequences – both positive and negative. Offenders are reminded that they are the ones who committed the crime, but others also are suffering consequences for those actions – families living without a father, son, mother or daughter; an employer having to fill a position; and taxpayers paying for the treatment.

## **SERVICES**

All offenders are assessed upon intake using a variety of diagnostic tools. Offenders develop an individualized treatment plan in each of three phases of the program, and all participate in an individual counseling session upon admission and when advancing to each phase.

Offenders meet with an aftercare coordinator at least 60 days before program completion and participate in a discharge conference with the treatment and aftercare staff prior to discharge.

Some of the groups and services offered to offenders at NEXUS include the following (see Appendix for descriptions):

- |  |  |
|--|--|
| ❖ Cognitive Principles & Restructuring | ❖ Medicine Wheel   |
| ❖ Chemical Dependency                  | ❖ Thresholds   |
| ❖ Life Skills Development              | ❖ Anger Management   |
| ❖ Grief and Loss                       | ❖ Resentment, Rationalization, Reaction, Resistance and Perseverance |
| ❖ Beginnings                           | ❖ Self-Help 12-step programming                                      |
| ❖ Cognitive Behavioral Therapy group   | ❖ Disciplinary write-ups, contracts and treatment interventions      |
| ❖ Dialectical Behavioral Therapy       |  |
| ❖ Mental health group                  |  |

## **RECIDIVISM**

NEXUS is continually evaluated with a focus on the structure and process of the program itself. In addition, each offender anonymously evaluates his treatment experience before leaving the program.

Following discharge, outcome measures are tracked using:

- Arrest data
- Technical violations
- Convictions
- Revocations
- Continuity of care
- Sobriety/relapse statistics
- Offender utilization of community support, attendance in and practice of self-help programs, and religious participation
- Compliance with aftercare/ treatment plans and probation

Offenders who have completed NEXUS will be tracked for five years. Methods of tracking include use of the DOC's Offender Management Information System (OMIS) for convictions and technical violations and collection of information from P&P officers.

## **REENTRY**

Sixty-six family members completed and received their GED while at NEXUS, thus increasing each graduate's chances of a successful reentry back into the job market. Graduation ceremonies are held for each graduate as they complete the program. By attaining his GED, the family members have a greater sense of pride in themselves and realize that this will assist them in finding employment.

NEXUS is also working on the family members' reentry into the community by currently offering several vocational classes to assist in finding employment upon release:

- ❖ **Serve-Safe** – A certification course for kitchen workers is offered two or three times a year. Many former family members report being hired right away because they were already certified.
- ❖ **Construction flagging** – A certification course assisting family members in getting jobs.
- ❖ **Life skills** – Each offender is required to participate and complete the Life Skills segment of programming at NEXUS which provides education and skill development in areas such as financial management, child care, and numerous medical areas such as STDs, etc.

A strong focus surrounding the continuation of treatment, completing aftercare plans, obtaining a healthy, pro-social support system is also a large part of the reentry preparation process at NEXUS.

## **STATISTICS**

### **Admission and Discharge History:**

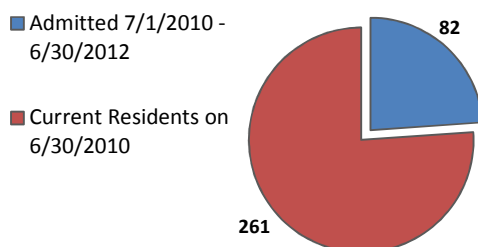
NEXUS enrollment on June 30, 2012: **80**, plus 2 inmate workers

Total admissions July 1, 2010 – June 30, 2012: **255**, plus 6 inmate workers

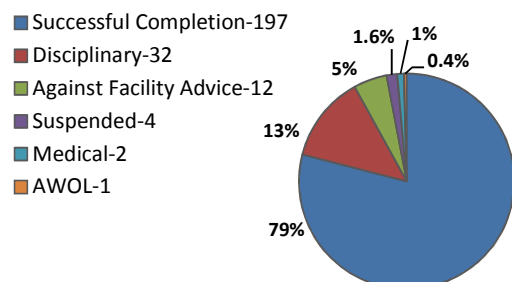
Completed treatment: **197**

Treatment not complete: **51**

### **Admissions**



### **Release Types**





### Screening for NEXUS Program Admission

Total number screened: **394**  
Total approved: **315**  
Denied: **79**

### Ethnicity

<b>75.2%</b> Caucasian	<b>2.4%</b> African American
<b>17.7%</b> Native American	<b>0.4%</b> Asian/Pacific Island
<b>4.3%</b> Hispanic/Mexican	

### 34 Received GED While at NEXUS (July 1, 2010-June 2012)

### Percentage Who:

Self-Reported a Mental Health Diagnosis: **49.5%**

Were Victims Of Abuse Before Entering NEXUS:

Based on intake screening/emergent disclosures of sexual abuse: **12%**

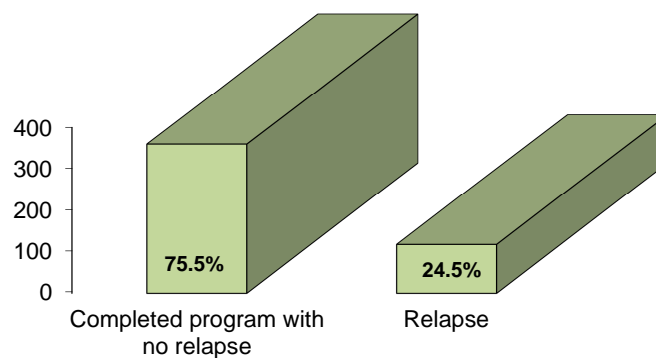
Based on intake screening/emergent disclosures of physical abuse: **37.5%**

Reported Mother Was Substance Abuser: **42%**

Reported Father Was Substance Abuser: **61%**

### Substance Abuse Recidivism:

Relapse as of June 30, 2012: **117 out of 477** had one or more positive UA/BAs





## **ELKHORN TREATMENT CENTER**



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## **PROGRAM HISTORY**

Elkhorn Treatment Center, authorized by the 2005 Legislature and located in Boulder, is a residential methamphetamine treatment program which provides a sentencing option for women convicted of a second or subsequent methamphetamine possession.

Boyd Andrew Community Services, a private non-profit corporation in Helena, was awarded the contract for a treatment program serving adult female offenders. Boyd Andrew, which also operates the Helena Prerelease Center, has provided outpatient and residential chemical dependency services for Montana citizens since 1973.

Elkhorn was designed and constructed to specifically meet the treatment and security needs of female offenders under custody of the DOC, and the first offender was admitted on April 10, 2007. This program offers a unique opportunity to bridge the treatment gap between the Department of Public Health and Human Services and the DOC.

## **GOALS, MISSION, PURPOSE**

Elkhorn is both a correctional facility and a treatment facility for methamphetamine addiction and other chemical dependencies. Elkhorn utilizes a therapeutic community model that combines residential treatment for chemical dependency with minimum-security detention. The program's main goal is to promote public safety by treating and reducing substance abuse.

## **ELIGIBILITY REQUIREMENTS**

Elkhorn is available to Montana female offenders who:

1. have been convicted of a second offense of criminal possession of dangerous drugs;
2. have an addiction to other amphetamines, such as cocaine, and need residential treatment;
3. have been diagnosed chemically dependent and need structured long-term residential treatment; and/or
4. have any form of chemical dependency and treatable co-occurring disorders, such as depression, post-traumatic stress disorder, etc., and need long-term residential treatment.

## **COST/CAPACITY**

The daily cost of treatment at Elkhorn is \$126.25 per offender, which is the negotiated contract rate and does not include outside medical or administrative costs.

Elkhorn has a capacity of 42 beds for DOC female offenders.

## **FUNCTIONS OF PROGRAM**

The program is based on a cognitive restructuring model. Because offenders may experience a wide range of mental health disorders in conjunction with chemical dependency, the program attempts to address these issues as well. Each offender's therapeutic needs are addressed in a safe and supportive environment. The objective is to promote pro-social changes in lifestyle, identity and behavior.

## **SERVICES**

The program lasts nine months and offers individual and group treatment utilizing the therapeutic community model.

Components include (see Appendix for descriptions):

- ❖ Chemical Dependency counseling
- ❖ Mental Health assessments
- ❖ Anger/Stress Management
- ❖ Cognitive/Behavioral Therapy
- ❖ Parenting
- ❖ Life-Skills
- ❖ Medical and dental services, all on-site
- ❖ Educational programming that includes computer classes, literacy and GED preparation
- ❖ Individual and group mental health counseling

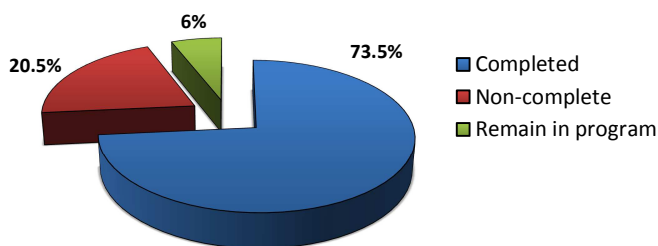
## **REENTRY**

Elkhorn has put into place the following efforts to support offenders' reentry into the community:

- ❖ Victim-Impact Panel
- ❖ Parenting curriculum
- ❖ Education opportunities in literacy, computer literacy, GED program, accounting software, and all residents leave with a resume on disc
- ❖ Family education through visitation. Family education and support is very important to reentry.
- ❖ Prior to release, medical compliance education by the RN to reduce barriers for continuing with medical and mental health services in the community, plus encouragement to residents to continue with the medical and mental health recommendations upon release
- ❖ Elkhorn's "Strategies for Self-Improvement and Change" has a final phase that focuses on reentry needs such as self-help, job hunting and relapse issues.
- ❖ A relapse prevention curriculum is offered for the final six weeks of programming to all residents.
- ❖ A variety of in-house community support groups are offered that include self-helps, Celebrate Recovery, Welbriety and Medicine Wheel. A drum was donated and some residents have facilitated drumming for the others.
- ❖ Elkhorn works with "Bridging the Gap" which assists residents with transitioning to their support groups in the receiving community.

## **STATISTICS**

**July 1, 2010 - June 30, 2012  
121 Admissions**

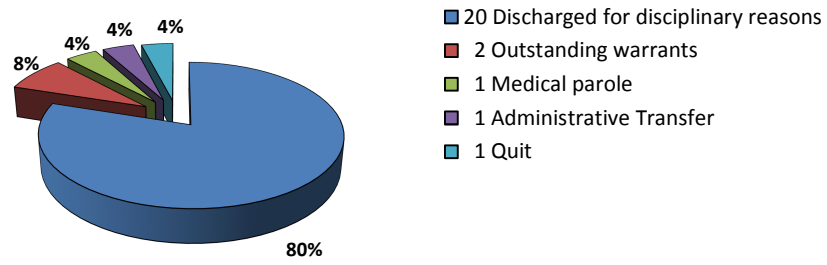


From July 1, 2010 through June 30, 2012, Elkhorn admitted 121 offenders. Of those, 89 (73.5 percent) completed the program during this time. Average length of stay for offenders completing the program was 270.5 days.

The average length of stay for non-completers in FY11 was 78 days, and in FY12 the average was 148 days. The program has had no escapes.

Of the offenders who completed the program and entered prerelease centers, 40 completed the PRC and 24 were currently in a PRC.

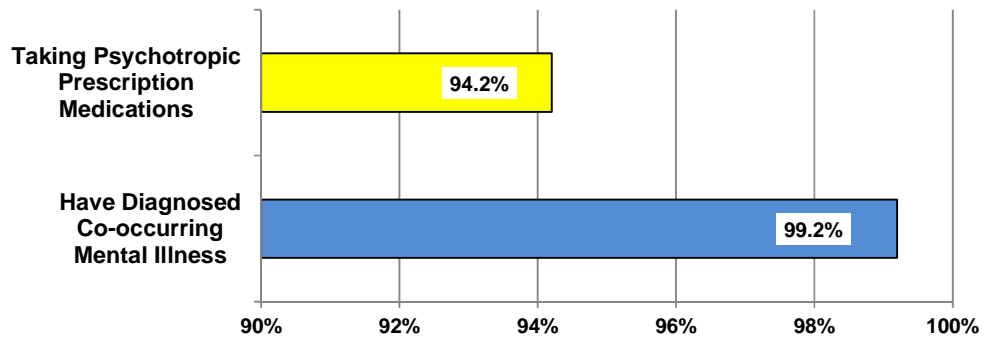
Of those who did not complete the program:



### Ethnicity

65% Caucasian  
34% Native American  
1% African American

### Mental Health





**Jan Begger**  
**Director**  
**1001 South 27<sup>th</sup> Street, Billings, MT 59101**  
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**Fax (406) 245-4886**  
**[jbegger@altinc.net](mailto:jbegger@altinc.net)**

## **PROGRAM HISTORY**

Passages is a 164-bed, community-based correctional facility for women offenders. These offenders may participate in three services: a traditional prerelease center; a 60-day chemical dependency treatment program; and an assessment, sanction and revocation program. It is believed to be the only facility of its kind in the nation which provides this array of services in a single location. Passages is operated by the Billings-based non-profit corporation, Alternatives Inc., which has provided prerelease services to male offenders at Alpha House in Billings since June 1980. The Passages program opened January 15, 2007, and is located in a modern 72,000 square-foot facility in Billings that once was used as a hotel.

## **GOALS, MISSION, PURPOSE**

The purpose of Passages is to provide cost-effective, short-duration services capable of diverting female offenders from jail and prison. The inpatient program (Passages ADT) and assessment and sanction program (Passages ASRC) serve the entire state of Montana, while the Passages PRC focuses on those offenders returning to Yellowstone County upon release.

## **ELIGIBILITY REQUIREMENTS**

Passages PRC serves female offenders released from prison, DOC commitments, or parole violators. Passages ADT serves all female offenders supervised by the DOC who are eligible for placement in community corrections facilities or programs.

Eligibility for Passages ASRC is as follows:

1. Assessment/Placement: All female offenders with a new felony conviction without immediate ACCD placement, and any female offender beginning a DOC commitment.
2. Revocation Placement: A revocation referral includes female offenders whose community placement has been modified due to violations of conditions of supervision.
3. Sanction Placement: A sanction referral includes female offenders whose community placement has not been revoked, but who have received a placement to Passages for a pre-determined period as a result of a formal disciplinary hearing.
4. Hold: MWP inmates accepted into an ACCD program/facility with less than 120 days until a bed date or within 120 days of discharge date, and DOC female offenders accepted into an ACCD program/facility but waiting for a bed date.

## **COST/CAPACITY**

The daily cost per offender for Passages ADT and Passages ASRC is \$72.47. The daily cost of Passages PRC per offender is \$70.93. These are the negotiated contract rates and do not include outside medical or administrative costs.

There are 45 beds available at Passages ADT; 50 beds at Passages ASRC; and 69 beds at Passages PRC.

## **SERVICES**

Both Passages ASRC and ADT programs are highly structured therapeutic communities (TC). The PRC program offers a modified TC aftercare model. The concept has been utilized in treating chemical dependency for approximately 40 years. Over time, this concept has been adopted by correctional systems in order to provide a "chain of communication" among inmates that helps to reinforce a drug-free lifestyle, along with acceptance of personal and community



responsibilities. Those in a TC program hold positions that are similar to those expected in the work world. Each offender is assigned to a crew, such as environment, expeditor, business, education, motivation and orientation. While on a crew, the individual learns how to interact effectively with peers, builds self-respect and self-esteem, and completes necessary tasks within the community. Each crew is assigned a lead that is selected by a staff interview process. This hierarchical system ensures the community runs smoothly and helps to reinforce the concepts that exist in the real world of society and family. The programs are designed to instill the concept of “right living,” which is achieved by changing unhealthy behaviors and thoughts to healthy ones. These programs strive to maintain a “right living” environment through safety and security while encouraging the individual to participate in activities that will challenge old beliefs that have led to involvement with the legal system. By agreeing to participate in the Passages ASRC and ADT programs, an offender agrees to participate in assessments, treatment programming and case management within the TC model.

### **PASSAGES ASRC: WOMEN’S ASSESSMENT, SANCTION, REVOCATION CENTER**

Passages ASRC is designed to reduce the number of female offenders in county jails and MWP and is the first stop for DOC-committed female offenders who require assessment in order to determine the appropriate level of care and custody. About 89 percent of these offenders will be placed in community-based treatment programs, PRCs or on probation. During their stay at Passages, offenders receive chemical dependency assessments, mental health services, and medical care. They also participate in counseling programs to aid in preparation for community placement.

This program also provides services to DOC-committed offenders violating the conditions of community placement, similar to the men’s START program. When a female offender is revoked from a community placement such as a prerelease, ISP or a treatment program by a hearings officer, she may be sent to ASRC under a revocation status. Staff work with offenders to address conditions that lead to revocation and to locate a community placement upon release. If such a placement cannot be found within 120 days, the resident may be transferred to MWP.

An offender who violates conditions of her supervision while on probation, parole or at a prerelease may be transferred to Passages ASRC for a sanction placement of 30-120 days, depending on her status. The purpose is to provide offenders with a reality check by alerting them they may be headed to prison if they continue their poor performance. The hope is that this “last warning” will encourage offenders to correct their behavior and avoid a lengthy prison stay.

Offenders placed in the sanction/revocation unit participate in daily programming, including assessment, treatment and groups. If an offender is placed as a sanction, she will return to her original placement upon completion. If she is placed in the revocation portion of the program, she will be assessed for other community-based options if appropriate.

### **PASSAGES ADT: WOMEN’S ALCOHOL AND DRUG TREATMENT CENTER**

Passages ADT provides a structured therapeutic community model of “right living” from 6 a.m. to 10 p.m. every day. The women attend daily lectures that educate them about various subjects concerning addiction and issues that affect women. They also attend study groups to expand their understanding of the therapeutic community model and 12-step self-help groups.

After an offender completes her stay at Passages ADT, she may move to a PRC, ISP, Passages ASRC, probation, conditional release, or be discharged.

A minimum of four beds are reserved in the ADT program for offenders whose sanction requires them to complete inpatient alcohol and drug treatment as a result of a probation violation. There are also five beds reserved for women who are assessed as needing a longer length of stay (90 days total) to address mental health, trauma and relationship issues.

## **PASSAGES PRC**

The goal of prerelease is successful reentry. Upon arrival at the center, offenders are assessed and assigned to appropriate programs and services to manage and correct social, psychological, substance abuse, anger control and educational and employment deficiencies. Community involvement with self-help, religious activities, and other support groups is encouraged. The offender is given responsibility for her own behavior and success. Progress is monitored closely and strict accountability is the rule.

## **PASSAGES CULINARY ARTS PROGRAM**

The Culinary Arts Program, which began in May 2009, offers food service training and employment support for up to 15 offenders referred from MWP. These offenders are within 24 months of release eligibility, with the ideal candidate being within 18 months of release. Participants receive classroom instruction, in-house food service experience, work release experience in the community, job placement assistance, and will complete a PRC program during the last six months of placement. Participants are also involved in treatment programs to address their criminal thinking, chemical dependency and other identified issues.

As of August 14, 2012, 32 women had entered the program. Seventeen had graduated and 11 remained in the program. All graduates have completed the "Serve-Safe" curriculum and passed all required testing. In addition to the coursework offered by the on-site culinary staff, Passages has partnered with Montana State University-Billings to offer many excellent courses including work place math, family economics and financial education, fundamentals of writing, and employment skills geared towards offenders. Community service projects have included a catering event for 350 people involved in a fundraising event for cancer research, and assisting the Montana Chefs and Cooks Association in assembling a 45-foot strawberry shortcake as part of the Downtown Billings Association Strawberry Fest. Other community service activities include preparing a luncheon for the Billings Area Reentry Task Force-sponsored Landlord Training Seminar, an appreciation luncheon for the Billings Vista Volunteers, and assisting with the preparation of Thanksgiving dinner at the local food bank.



In September 2010, the program was recognized by the Montana Department of Labor and Industry (MDLI) as the first culinary pre-apprenticeship program in Montana.

After being nominated by the MDLI in April 2012, the Culinary Arts Program was presented with the U.S. Department of Labor's Trailblazer and Innovator Apprenticeship Award on August 14. This award is given to only a few outstanding programs nationwide and recognizes those that can be used as nationwide models.

## **PASSAGES GROUPS**

Passages strives to offer the latest in gender-specific treatment and programming. Some of the groups and services offered to offenders include the following (see Appendix for descriptions):

- ❖ Victimology
- ❖ Planned Parenthood
- ❖ Life Skills
- ❖ Responsible Living
- ❖ Dialectic Behavioral Therapy
- ❖ Cognitive Principles & Restructuring
- ❖ Matrix
- ❖ Nutrition Education
- ❖ Problem Gambling
- ❖ Untangling Relationships
- ❖ Developing a Plan for Healing
- ❖ Medicine Wheel
- ❖ Nurturing Parenting
- ❖ Domestic Violence Education
- ❖ Public health nurses
- ❖ GED preparation
- ❖ Job coaching
- ❖ Trauma, addiction, mental health and recovery

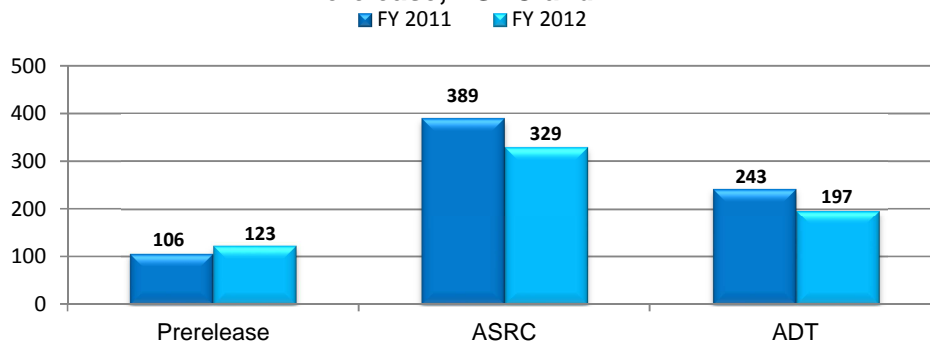
## **REENTRY**

Passages' staff have been key participants in the Billings Area Reentry Task Force which was established in 2009 to address the challenges facing female offenders regarding reentry. Focus has been on inadequate job skills, housing and relationship issues all which have been shown to be barriers to successful reentry nationwide.

Passages has also been a key partner in the New Path New Life (NPNL) demonstration grant administered by the Montana Department of Labor and Industry in conjunction with Montana State University-Billings. The focus of the project has been to develop and implement an integrated reentry pathway for female offenders using collaborative partnerships to provide wraparound services to women identified at MWP as being at high risk for recidivism. There are currently ten offenders at Passages who are a part of the NPNL program.

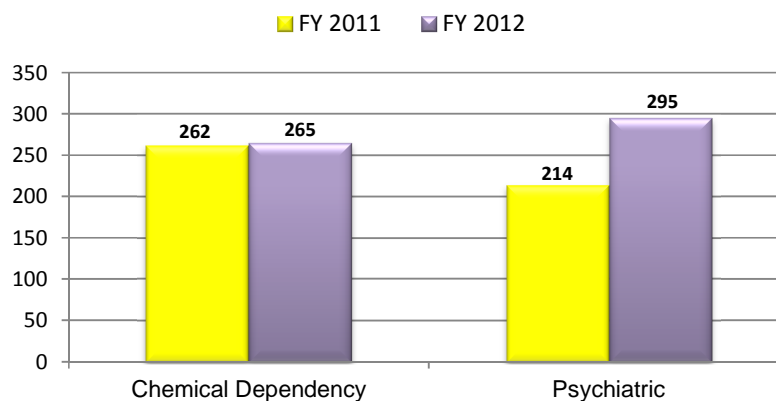
## **STATISTICS**

### **Passages Admissions Prerelease, ASRC and ADT**



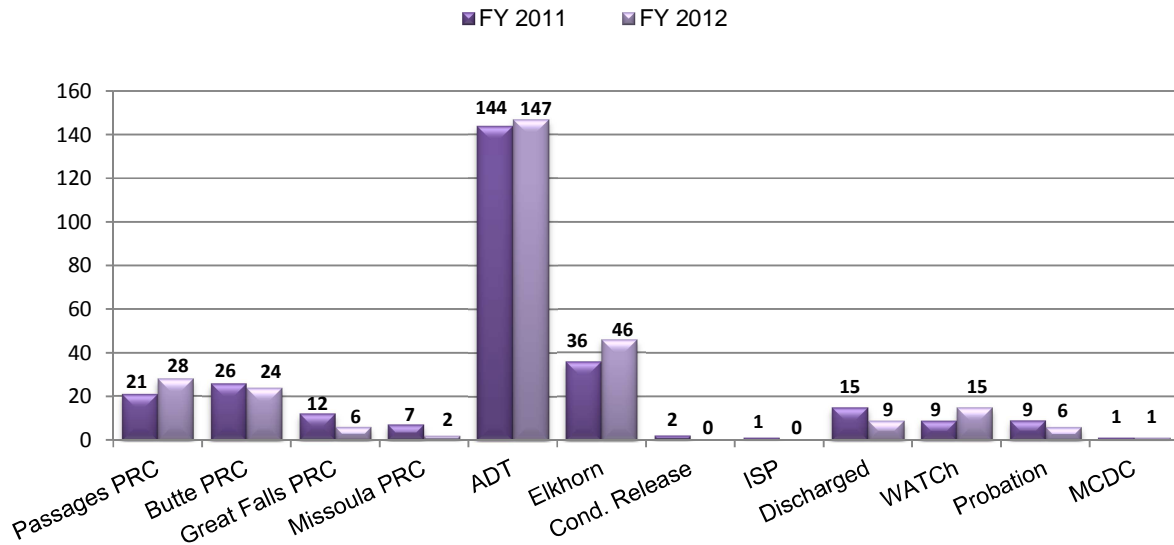
For the fiscal years 2011 and 2012, Passages had 1,387 admissions into all programs with an average length of stay of 151 days for Passages PRC, 57 days for ASRC, and 66 days for ADT.

### **Prerelease, ADT and ASRC Evaluations**



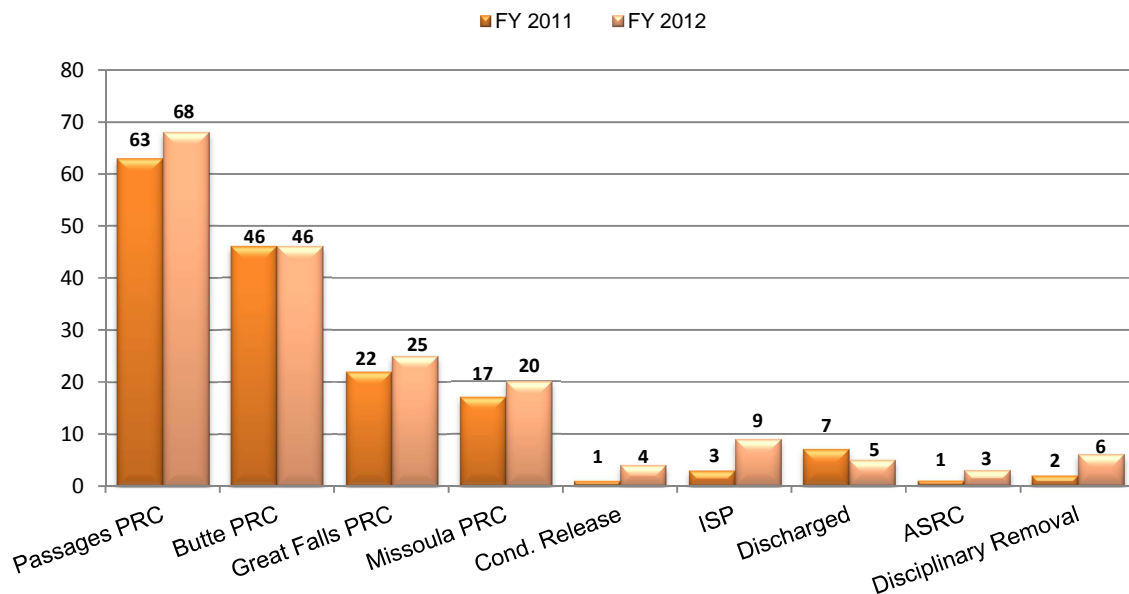
A mental health evaluation is conducted prior to all psychiatric evaluations. Fewer evaluations were conducted in FY2012 due to an increase in revocations arriving on the ASRC unit (181 in FY12 vs. 158 in FY11). The necessary evaluations were conducted during the first referral to the ASRC unit.

### ASRC Transfer Locations Upon Completion



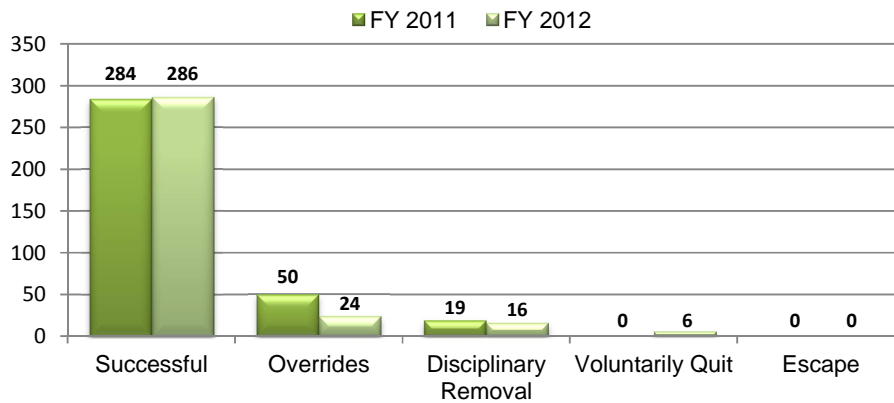
Seventy percent of all clients will complete a chemical dependency program (ADT, Elkhorn, WATCH or MCDC) upon release from this program.

### ADT Transfer Location Upon Completion



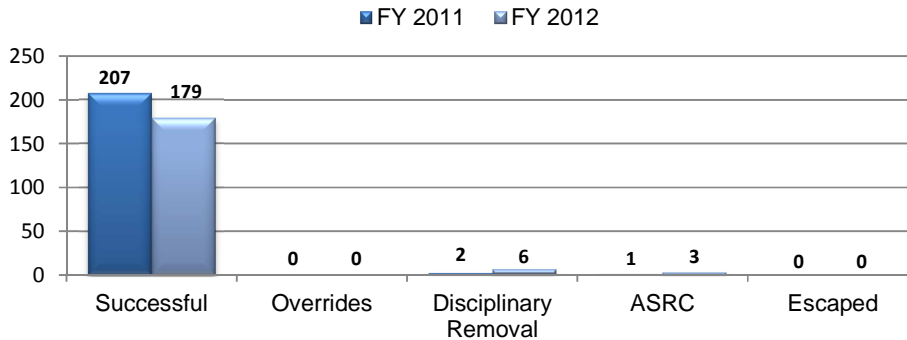
The majority of graduates (87 percent) go to a PRC upon completion of ADT for continued reentry and aftercare programming.

### ASRC Termination Status



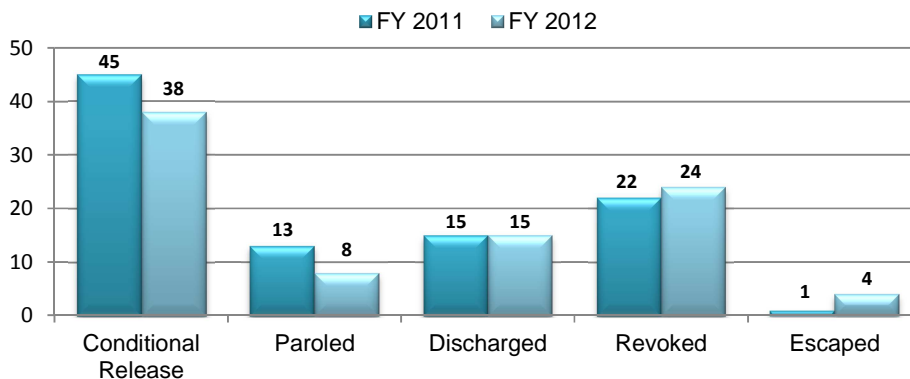
The goal of ASRC is to assess individuals for chemical dependency, mental health and criminal behavior in order to determine the most appropriate program options to assist in community reentry. Eighty-three percent of these clients were successfully placed in the community in lieu of MWP, in an average of 57 days. There were no escapes.

### ADT Termination Status

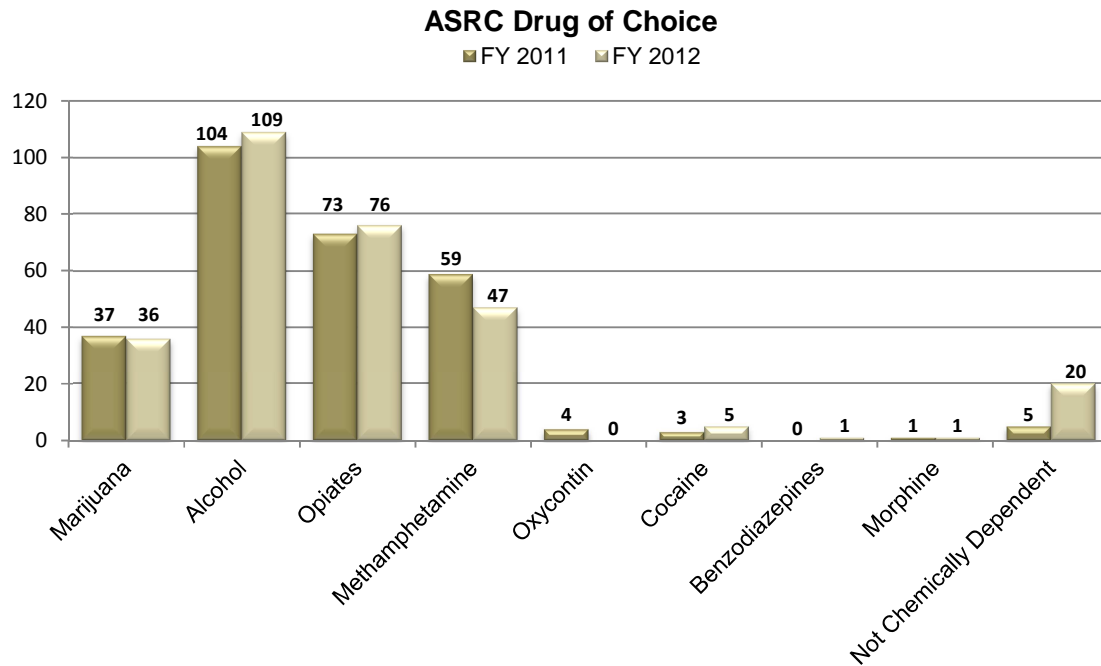


Ninety-seven percent of all clients referred to ADT successfully completed all requirements. There were no escapes.

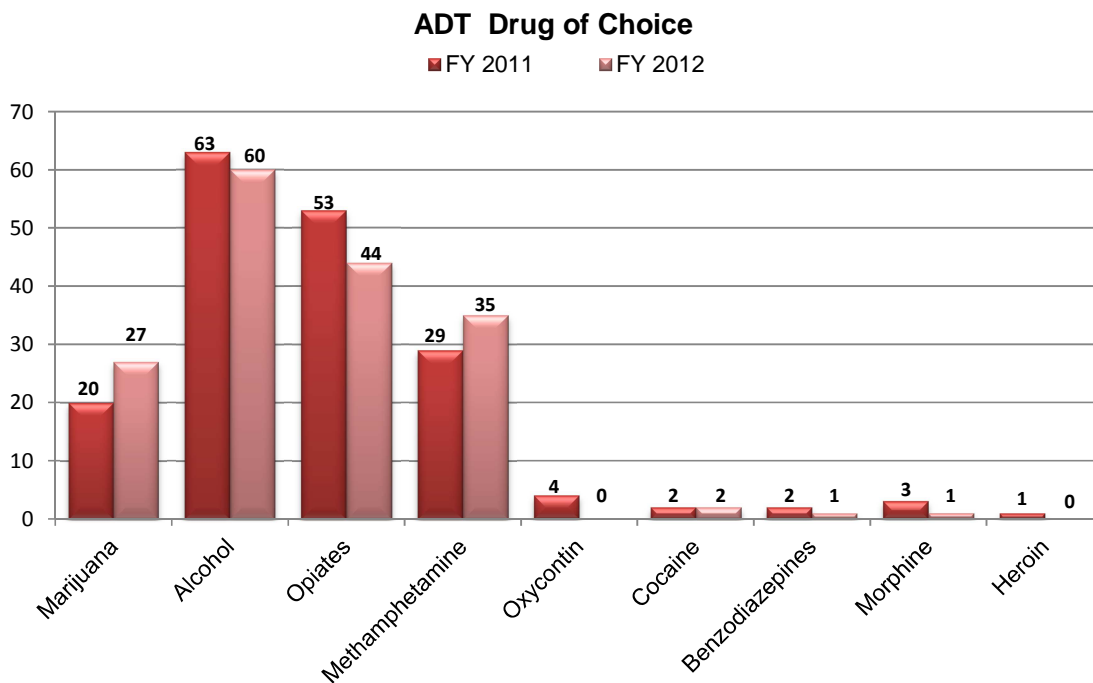
### Prerelease Termination Status



Seventy-two percent of all clients entering the Passages PRC program complete all requirements and return to the community. Less than 2 percent escape from this program.



Based on self-reporting, residents identify alcohol as their number one drug of choice, followed by opiates. However, most report to being poly-substance abusers. Less than 1 percent are assessed as not being chemically dependent.



## **SANCTION TREATMENT ASSESSMENT REVOCATION & TRANSITION**



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## **PROGRAM HISTORY**



The Sanction Treatment Assessment Revocation & Transition (START) facility was initially located on the campus of the Montana State Hospital in Warm Springs in what was formerly the Butte Silver Bow Jail. After minor renovations, the facility opened in December 2005 to address the DOC's concerns regarding lack of bed space and to offer an alternative to prison for male offenders violating conditions of their community placement. The original START facility had capacity for 80 offenders.

Over the next five years the START program proved to be a highly successful option to prison and eight beds were added. A new 40,000 square-foot, 152-bed, state-of-the-art facility was constructed near Anaconda, and START opened in the new location July 29, 2010, transferring all offenders from the old facility. Due to increased demand, the program increased capacity from 88 beds to 118 when it moved to the new facility and the state's contract with START increased beds once again in 2011, from 118 to 133.

## **GOALS, MISSION, PURPOSE**

START is a highly structured, intensive treatment program designed to encourage changes in thinking and behavior. Its goal is to provide a safe environment in which offenders can begin to experience positive change, a never-ending process that will be utilized throughout their life.

The original goal of the program was to reduce admissions to MSP by half. Emphasis is placed on offenders participating in community programs and/or under community supervision who violated the conditions of their supervision warranting placement in a secure facility. START's program incorporates comprehensive assessment tools and intensive treatment in an effort to return these offenders to their original community status, thereby eliminating costly, lengthy prison stays.

Statistics from July 2008 through June 2012 demonstrate START's success far exceeded the 50 percent diversion target rate by placing 93 percent of offenders into a community placement.

## **ELIGIBILITY REQUIREMENTS**

Typically, offenders assigned to the facility are designated as either a revocation or a sanction placement.

**Revocation Placement:** Revocation referral includes offenders whose community placement has been modified due to violations of conditions of supervision.

**Sanction Placement:** A sanction referral includes offenders whose community placement has not been revoked, but who have received a placement to the START facility for a pre-determined period of time as a result of a formal type of disciplinary hearing.

Recent additional placements have included offenders who quit a PRC or other treatment programs, MASC diversions, and holds that include offenders awaiting a bed date in treatment and/or prerelease centers.

## **COST/CAPACITY**

The START program's daily rate is \$95.98 per offender up to 118 offenders, and \$74.00 per offender over 118 through 133. This is the negotiated contract rate and does not include outside medical or administrative costs.



The new 152-bed facility utilizes a podular design for offender housing units and provides services for 133 offenders. This includes a ten-bed housing unit which provides specialized services for offenders with mental health needs.

The average daily population from July 2010 through June 2012 was 126.

## **FUNCTIONS OF PROGRAM**

Community, Counseling and Correctional Services Inc. (CCCS), in partnership with the DOC, identified a concern of overcrowding in prisons and jails. However, because of the desire to avoid transferring Montana inmates to other states, the DOC began exploring cost-effective, in-state placements.

In addition to the immediate cost savings, additional benefits are generated by requiring offenders to secure gainful employment, pay family support, and be self-sustaining once they reenter the community, generating tremendous additional savings.

The START facility provides physical, mental, educational, criminal behavior and substance abuse assessments; educational programming; rehabilitative, group, and individual counseling; spiritual development; culturally relevant programs; and additional support and programming services that assist offenders with the skill development necessary for their eventual, successful return to their community.

## **SERVICES**

### **REVOCATION PLACEMENT**

Revocations may be confined to START for 10-120 days. During this time, offenders are expected to maintain clear conduct and participate in program and work assignments. Case managers will attempt to return the offenders to a community placement. Failure to follow program recommendations and/or excessive or major disciplinary violations may result in termination and the transfer of the offender to prison.

### **SANCTION PLACEMENT**

Sanctions of 20 days or less may be imposed to hold offenders accountable for their behavior; however, sanctions in excess of 20 days may be approved by the ACCD administrator. A hearings officer warns an offender that his freedom is in jeopardy through sanction placements.

Sanctioned offenders are also expected to maintain clear conduct and participate in program and work assignments. They will be returned to their previous status or program assignment upon successful completion of the sanction. Failure to follow START program recommendations and/or excessive or major disciplinary violations may result in additional formal disciplinary action, which may include program termination, revocation and the transfer of the offender to prison. Special conditions and/or limitations concerning sanction length may apply to certain offenders, such as probationers.

### **ASSESSMENT**

Offenders serving more than ten days typically are assessed during the first week of their confinement for treatment, program, and aftercare needs. Intake assessment tools determine the level of service needed, medical and mental health screenings, alcohol screenings and a treatment plan.

## PROGRAMS

After the initial screening and assessment has been completed, an offender may be assigned to one or more of the following programs (see Appendix for descriptions):

- ❖ Cognitive Programs & Restructuring
- ❖ Criminal Thinking Errors
- ❖ Anger Management
- ❖ Relapse Prevention
- ❖ Life Skills
- ❖ Changes Program
- ❖ Stress Management
- ❖ Medicine Wheel
- ❖ Secular Recover
- ❖ S.O.B.E.R. project
- ❖ Literacy Tutoring
- ❖ Self-Help 12-step programming
- ❖ Mental Health Program
- ❖ Dialectical Behavior Therapy (DBT)

In addition, a chaplain visits the facility on a weekly basis. Also, offenders not precluded from manual labor due to medical or other reasons are assigned to a work program, placed on a work roster, and rotated through various facility work assignments.

Dayroom, yard and gym recreation are permitted during scheduled times when offenders are not attending groups or work assignments. These activities are directly supervised by staff.

## MENTAL HEALTH

The START Mental Health Unit was developed in recognition of the growing need for mental health interventions for community corrections offenders and as a unique alternative solution to address and reduce the high cost and long-term placements often associated with placing these offenders in need of mental health services in either prison or a long-term mental health facility. START, having already established a history as a successful and effective diversion program for community corrections offenders, now provides specialized counseling, medication management, and stabilization services for mentally ill community corrections offenders. These services are primarily provided by START's mental health staff of one full-time and one part-time mental health professionals, a mental health case manager, and two mental health technicians. Two nurses and a contracted physician provide additional medical support services.

The mission of the START mental health program is to provide a safe and secure treatment environment on a short-term basis in order to evaluate the mental health and treatment needs of community corrections offenders and facilitate their return to the community.

The START program provides mental health assessments as needed to assist in stabilization and facilitate the needs of community corrections screening requirements. The Mental Health Unit is a ten-bed pod intended to monitor offenders whose mental health condition warrants close supervision. During this period of supervision, the offenders receive assessments, medication consultation and management, one-on-one counseling, group counseling, and case management in accordance with individual needs in order to help stabilize the offender for transition back into the community. Mental Health Unit referrals for offenders currently assigned to a community corrections program are typically provided through an administrative transfer in which the offender is transferred to the START Mental Health Unit for assessment and stabilization and subsequently returned to the referring community program once he has reached an acceptable level of stabilization.

Mental Health Unit Participation July 1, 2011 to June 30, 2012: **59** Admissions

- ❖ MSP Placement: 11
- ❖ WATCH Placement: 6
- ❖ TSCTC Placement: 3
- ❖ NEXUS Placement: 6
- ❖ CCP Placement: 5
- ❖ P&P Placement: 8
- ❖ Prerelease Placement: 7
- ❖ Jail: 2
- ❖ START General Population: 1

In addition to offenders housed on the Mental Health Unit, the mental health professionals have provided counseling services for approximately 173 offenders and mental health assessments for approximately 127 offenders.

The average length of stay at START for D-Pod Mental Health Unit offenders is 43 days and 70 percent of these offenders have been placed back into community supervision.

## **SECURITY**

Security staff provides direct supervision around the clock and conduct offender pat searches, cell searches, area searches and inspections on a routine and random basis. All offenders are required to submit drug test samples at intake and on a random basis during their stay. A minimum of seven counts are conducted daily. Offenders are returned to their cells and the facility is placed on lockdown status for official and emergency counts from 10:00 p.m. to 6:00 a.m. Census checks are conducted on a random basis as needed. Offenders are confined to the facility, and escorts outside of the facility typically require direct staff supervision and full restraints.

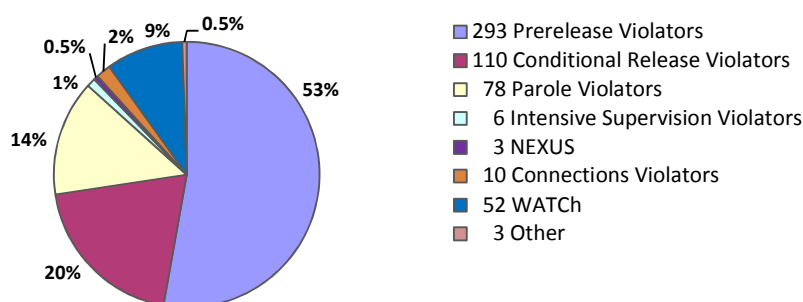
## **REENTRY**

The START program supports the reentry goals of the ACCD through the delivery of a comprehensive array of evidence-based assessment tools and educational/treatment programs designed to target individual needs and provide offenders with the opportunity to address mental health and chemical dependency issues, access community-based services, improve daily living skills, and change problematic thinking patterns and behaviors.

Through the programs listed above, including work programs, chaplain visits, and the provided recreation, START is enhancing the offender's ability to transition to a community setting and become a responsible law-abiding member of the community.

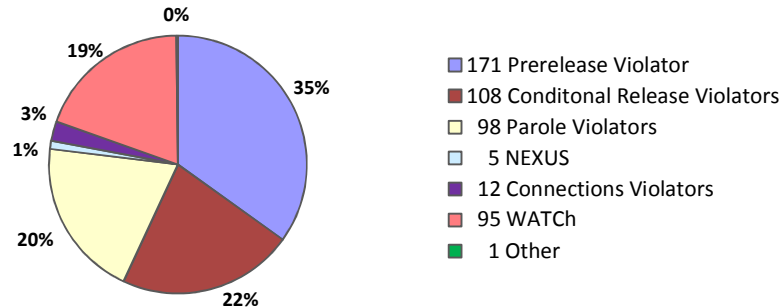
## **STATISTICS**

**Revocation Admission by Type**  
**July 1, 2010 to June 30, 2011**



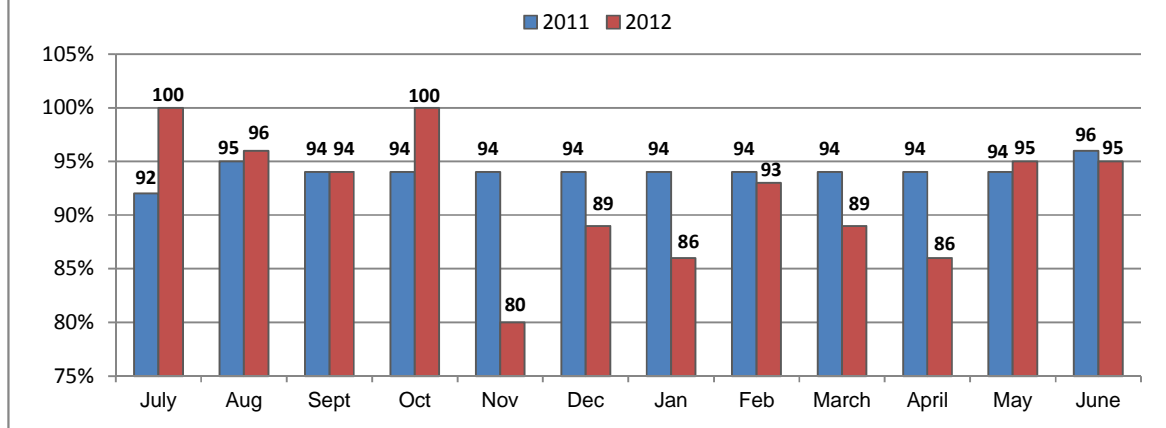
In addition to 555 revocations, START also admitted 107 sanctions and 114 various other types (diversions, holds, administrative transfers, and mental health placements) for a total of 776 admissions in FY 2011.

### Revocation Admission by Type July 1, 2011 to June 30, 2012



In addition to 490 revocations, START also admitted 60 sanctions and 322 various other types (diversion, holds, administrative transfers, and mental health placements) for a total of 872 admissions in FY 2012.

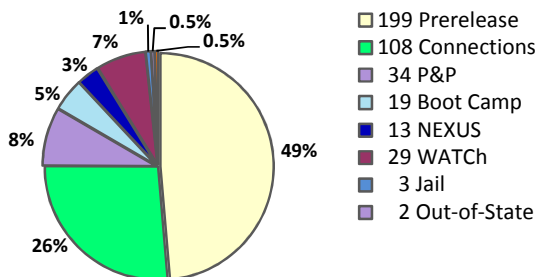
### Community Placement Rates for Revocation July 2010 - June 2012



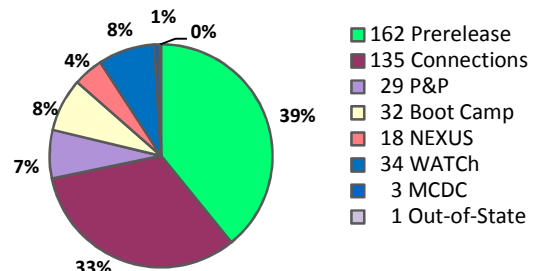
The statistics from July 2010 through June 2012 demonstrate the high percentage of offenders returned to the community rather than being sent to prison.

The following charts show which community corrections programs the offenders have transferred to upon placement from the START program.

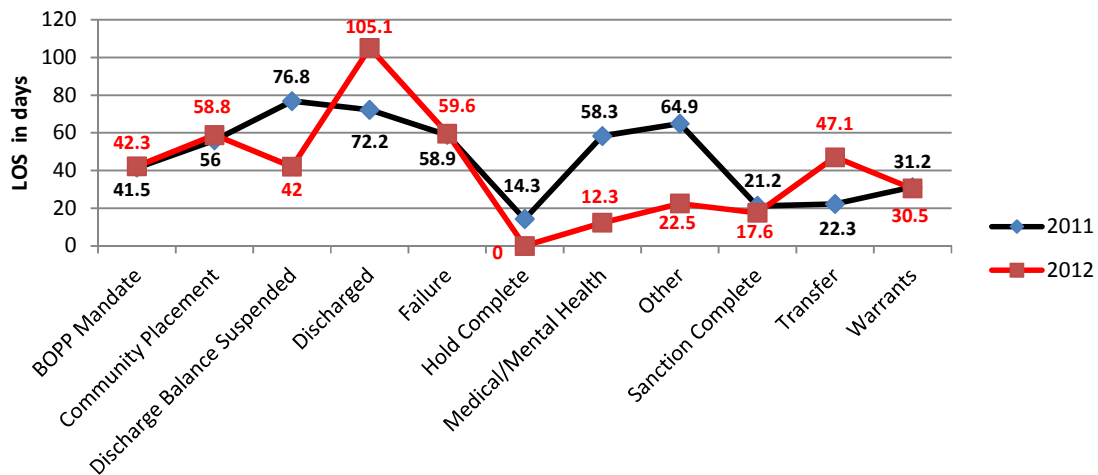
### Community Placement Breakdown July 1, 2010 to June 30, 2011



### Community Placement Breakdown July 1, 2011 to June 30, 2012



### LOS Comparisons FY11 vs. FY12



- ❖ **BOPP Mandate MSP Returns:** Board of Pardons and Parole placed offender at MSP rather than the community.
- ❖ **TSCTC Refusal:** Offender offered and refused boot camp placement and was returned to MSP.
- ❖ **Community Placements (revocations):** Placed in START as a revocation and diverted to community placement.
- ❖ **Discharge Balance Suspended:** Discharged sentence to ACCD with balance suspended.
- ❖ **Sanctions:** Placed in START as a sanction.
- ❖ **Failure:** Placed in START and failed the program, generally returned to MSP.
- ❖ **Sentence Discharges:** Placed in START and discharged sentence from START.
- ❖ **Holds:** May be waiting transfer to another facility.
- ❖ **Medical/Mental Health:** Sent to MSP infirmary due to serious mental health or medical conditions.
- ❖ **Transfer:** Administrative transfers, mental health, quitters, etc.
- ❖ **Warrants:** Felony warrants arrived after placement at START and offenders were removed and placed in MSP or jail.



## **APPENDIX**

### **TREATMENT PROGRAMS**

**ACCOUNTABILITY AND RELAPSE PREVENTION** – Programs designed to assist the offender in the areas of accountability and relapse prevention. It takes the lessons learned in other groups and builds on them. Lessons will help keep the offender accountable for his crime and past criminal actions. It increases awareness to contributing factors that result in potential relapse in criminal activity and develops interventions and affirmations to prevent such relapse. In addition, the group increases the understanding of criminal attitudes and behaviors to help prevent relapse in criminal activity.

**ANGER MANAGEMENT** – Offenders are screened and assessed for participation in anger management groups which use lessons aimed at dealing with the underlying issues that cause anger and offer positive, pro-social interventions to appropriately deal with angry thoughts and feelings. This gives these offenders more control over their anger and aggressive behavior. The program concentrates on making the offender accept responsibility for his emotional state of anger instead of blaming external factors for his anger.

Anger management programs consist of group work, reading assignments, personal reflection, and written work. “Resentment, Rationalization, Reaction, Resistance and Perseverance” is a series of in-depth groups where offenders focus on anger management. They work on the emotions of anger and errors in expressing anger. Class work consists of studying the causes of anger, the mechanisms of emotional response and what good can be achieved with anger.

TSCTC teaches methods to direct anger in constructive versus destructive actions. Differentiation is made between positive (constructive) aggression, which is encouraged, and negative (destructive) aggression, which is discouraged. The anger management program is not a cure for destructive aggression; rather it teaches offenders methods to make changes in their individual anger patterns, which when implemented and used, will allow the offender to change and grow.

**BEGINNINGS** – Offenders explore their beginnings (an extension of family values and parenting). The curriculum is used as a tool to look at the foundations of their life. Through the use of visual aids, group participation, tasks and activities, offenders review their pasts and the roles they had in their homes. The program explores such issues as childhood, family dynamics, children’s stories, the home, the mother’s heart, and the good and bad influences on their lives. Subjects include family mythology, family trees, roles people play, and childhood messages that motivate behavior.

**CENTURIONS** – This group at WATCH West is composed of offenders 60 years or older. The focus is to help those with age-specific issues such as loneliness, loss, and a lack of sense of purpose within the community.

**CHEMICAL DEPENDENCY PROGRAMMING** – The curriculum is cognitive/behavioral-based, designed for offenders to develop strategies for self-improvement, and has three phases that emphasize an offender’s ability to change. It may include 12-step programming and involvement in Alcoholics Anonymous and Narcotics Anonymous meetings to encourage participation in these support groups after discharge.

**CO-DEPENDENCY** – This group teaches skills that are needed to understand the addiction process. The overall goal is to provide the skills needed for sobriety.

**COGNITIVE BEHAVIORAL THERAPY GROUP** – A group designed to assist offenders in developing an awareness of the clinical definition of depression and an understanding of other

mental health issues that may be affecting their ability to fully participate in the program. The group addresses how an offender's thoughts affect his behavior. Group offenders are screened by a mental health professional, and the group is facilitated by the mental health professional.

**COGNITIVE PRINCIPLES & RESTRUCTURING** – The curriculum is cognitive-based with the focus on criminal-thinking reports and identifying each offender's criminal cycle. An action plan is then developed to change the behavior.

At TSCTC, early stages of the program focus on educating the offender on criminal thinking, explaining program expectations, and establishing trust. In the later stages more depth of disclosure is required of the offender to successfully complete criminal cycles.

Offenders receive help understanding their thought processes, associated feelings, and intervention tools to use in avoiding risks. They are encouraged to examine criminal thinking and behavior patterns, be accountable for those patterns, and begin to think and act more responsibly. Criminal cycles, victim lists and thinking error reports are among some of the mechanisms learned and used. The program increases an offender's understanding of who they victimized and exactly how the victims were affected. Offenders complete assignments and present them in front of a group of other offenders who give constructive feedback.

**COMMUNITY SPEAKERS BUREAU** – This group at WATCH West consists of offenders who deliver motivational speaking at schools in local communities utilizing the WATCH "pay it forward" motto.

**CRIMINAL THINKING ERRORS** – A structured program of lectures and specific group-work exercises that explore the underlying reasons for negative and antisocial thinking and offer remedial methods to redirect thinking and actions to achieve a change to pro-social behavior.

**DIALECTICAL BEHAVIORAL THERAPY MENTAL HEALTH GROUP** – Group designed to teach emotion regulation skills, interpersonal relationship skills, mindfulness skills, and distress tolerance skills to deal with interpersonal problems, emotions and moods, impulsiveness and intolerance. Group offenders are screened by the mental health professional and the group is facilitated by the mental health professional.

**DISCIPLINARY WRITE UPS, CONTRACTS AND TREATMENT INTERVENTIONS** – The program encourages offenders to realize they must be accountable for their actions as necessary for pro-social change in their lives. Innovative therapeutic tasks are also used to help offenders progress. Offenders share their thoughts and feelings about conflict with a staff member or other person.

**DEVELOPING A PLAN FOR HEALING** – Passages ADT curriculum used through all groups to work towards addressing the trauma women offenders have endured. The curriculum helps uncover past traumas and learn what is involved for healing from incidents. Dealing with trauma is an important step in treating chemical addictions and preventing abuse.

**DOMESTIC VIOLENCE EDUCATION** – Topics covered include the cycle of domestic violence, the continuum of abuse, healthy relationships, safety planning, and more. The program is intended to help offenders become familiar with resources in the community and is conducted by the YWCA at Passages PRC.

**FAMILY RELATIONSHIPS/PARENTING PROGRAM** – Offenders are screened and assessed for participation in the family relationships/parenting group. This program allows offenders to begin at any point and progress at their own pace and consists of group work, reading assignments, reflections, and written work designed to educate offenders on tools that they can use when parenting their own children.



**GRIEF GROUPS** – Offers help for offenders to address grief and loss issues, whether past or current, through a healthy process of grieving. Individuals are referred by their primary treatment team and a group typically lasts two months.

**LIFE SKILL DEVELOPMENT** – Offered at most facilities. Topics covered may include interpersonal skills; financial management; English fundamentals; computer basics; food management; personal appearance, hygiene and self-care; health and medical issues; suicide prevention; seeking and keeping a job; sexual harassment; legal skills; emergency and safety skills, bike safety, hazardous materials, blood-borne pathogens; community resources; housekeeping; recreation; and GED preparation.

All offenders at WATCH West, WATCH East and Passages PRC participate in life skills development classes. At WATCH East, all offenders attend college level classes and additional workshops and earn college credit for each class and workshop completed.

Living in Balance is offered to offenders at CCP and covers the topics of dysfunctional families and family roles; the role of self-help groups; nutrition, exercise, and physical wellness; problem solving; attitudes and beliefs; family matters and relationships; child development and parenting skills; educational and vocational goals; money management; insurance and consumer credit; sexual abuse; addiction; loss and grief; spirituality and personality; relapse prevention; influences, choices and decisions; and causes of crime.

Responsible Living is offered to all residents in Passages ASRC and covers ten weeks of life skill topics pertinent to female offenders. Topics include body language; assertive attitude; budgeting needs versus wants; saving money; career planning, exploration and preparation; applying yourself to the future; mapping one's life path to lead to a balanced and fulfilled life; writing a resume and cover letter; job interview skills; and basic business law.

**MATRIX** – A cognitive/behavioral therapy proven to be effective in treating chemical dependency, including methamphetamine addiction. The Matrix Institute has developed a handbook for Native Americans in addition to the regular curriculum.

**MEDICINE WHEEL** – The Medicine Wheel is a curriculum for recovery from chemical dependency that approaches the 12-steps of recovery from a Native American perspective.

**MEN'S ISSUES** – This group focuses on healthy relationships and supportive male roles in the family by addressing the unique needs and issues facing men and consists of group work, reading assignments, and journaling.

**MODIFIED THERAPEUTIC COMMUNITY MODEL** – As compared to the traditional TC model, this model is more staff intensive and structured to meet the special needs and issues of a correctional population. WATCH West and WATCH East have a model that includes:

- Three living areas designated as separate families;
- Community meetings held twice daily;
- Family structure and roles;
- Programming conducted, and integrated within each family unit;
- Each family unit has two chemical dependency counselors, one case manager and a counselor technician;
- Therapeutic tasks;
- Responsibility and discipline; and
- Rules and regulations.

**NEGLIGENT VEHICULAR HOMICIDE GROUP** – The DOC has authorized WATCH West to accept up to five offenders who have been convicted of negligent vehicular homicide. Known as "The Knights," this group also includes those who have been sentenced for a felony DUI and may have taken a life while under the influence in a previous charge. This weekly group allows

The Knights to begin to move beyond the need to protect themselves and avoid directly talking about their experience, and to become responsible recovering adults capable of caring and humility. They are able to confront shame and grief, and learn to share with others in a socially acceptable manner.

**NURTURING PARENTING** – Primarily a philosophy that emphasizes the importance of raising children in a warm, trusting and empathic household. Nurturing Parenting programs are evidenced-based programs that have proven effectiveness in treating and preventing the recurrence of child abuse and neglect. This class is offered to the Passages PRC unit.

**NUTRITIONAL EDUCATION** – Provided by a federal grant from Expanded Food and Nutrition Education Program (EFNEP). The goal is to help limited-resource families with children plan for their daily food needs and prepare nutritious low-cost meals. Education includes skills for cooking, nutrition education, economic independence and a plan for good health. This valuable program is offered in the Passages ADT unit.

**PARENTING** – Designed to help TSCTC trainees look at themselves as men and fathers. The program aims to develop the skills these men need to be successful parents. It is intended to help the trainee negotiate relationships with partners, children, family members, friends, employers, and the court system.

**PLANNED PARENTHOOD** – An eight-week comprehensive sexual health education curriculum offered in all three Passages programs. Topics addressed include anatomy and physiology of the reproductive system, contraception, decision-making and refusal skills, sexuality throughout life, cost of parenting, unhealthy relationships and unequal power in relationships, sexual harassment and rape prevention.

**PROBLEM GAMBLING** – Offered on the Passages ADT and PRC units and is provided with a facilitator through the Montana Council on Problem Gambling. The group helps individuals understand that gambling is an addiction and to learn the skills to stop and abstain from gambling.

**PUBLIC HEALTH NURSES** – Riverstone Health nurses provide confidential counseling and testing for HIV and hepatitis C, as well as immunizations for hepatitis A and B. Educational offerings that facilitate information and access to the Montana Breast and Cervical Health Program are provided on-site quarterly. These programs are offered in the Passages ASRC and ADT programs. PRC residents are encouraged to utilize these same resources in the community.

**RELAPSE PREVENTION** – Offenders identify their individual relapse triggers and develop a healthy lifestyle plan to use when they return to their home and community.

**SCREENING AND ASSESSMENT-ORIENTATION** – A comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed for development of a comprehensive individualized treatment plan.

**SELF-HELP 12-STEP PROGRAMMING** – Includes such options as Medicine Wheel, Rational Recovery, Alcoholics or Narcotics Anonymous, Recovery Anonymous, and S.O.B.E.R. meetings to encourage active participation in recovery groups upon discharge. Some AA/NA meetings conducted in the treatment units are facilitated by offenders.

**S.O.B.E.R. (Service, Obedience, Bonding, Education, Relationships)** – Christian faith-based 12-step program.

**SUBSTANCE ABUSE** – The substance abuse program consists of two phases. In the first phase, trainees are given education on the various chemicals and their effects. In the second phase, trainees look closely at themselves, their chemical use and the relationship of that use and the crimes in which they have been involved. In addition, they are assessed to see if they meet the criteria specified in the Diagnostic Statistical Manual (DSM-IV) for substance abuse or substance dependence.

**TAMAR (Trauma, Addiction, Mental Health and Recovery)** – A model of treatment specifically developed for incarcerated female offenders which addresses the three areas that appear to be contributing issues to criminal activity and recidivism. TAMAR targets all three areas equally and allows the offender to learn new coping skills while processing sometimes difficult subject matter in a supportive and safe environment. TAMAR is facilitated by Master Level clinicians who first establish safety, then help the group member to process the trauma and, finally, help integrate the trauma into a new life construct. Each session consists of two parts – the right brain activity of teaching/processing the skill or topic and the right brain activity of participating in a healing art activity. By addressing two different ways of processing information (cognitive and creative), the material can reach a wider range of diverse individuals. The model also allows for some modification based on the type of incarceration environment – prison or community placement – in order to better serve the individual.

**THINKING FOR CHANGE** – Offenders learn new ways to think through problems and plan rational solutions.

**THRESHOLDS** – Thresholds group deals with passing through the thresholds of change in the therapeutic community. Mediation and spiritual growth are part of the curriculum and allow offenders to choose solutions that are healthy for the soul and conducive to life-long learning.

**UNTANGLING RELATIONSHIPS** – Helps women in Passages ADT understand codependency and other issues with relationships. As a group, offenders explore many areas of codependency such as unhealthy patterns of behaviors that develop because of a relationship. The issues of losing oneself to please another and how to define oneself in a relationship are covered in this group. Relationship problems are a major area of concern when helping women to become self-reliant and stay in recovery.

**WELLS TOASTMASTERS GROUP** – Started in early 2007 at WATCH West, the Toastmasters' goal is to instill confidence in offenders when speaking in public, with P&P officers, on the job, or in any circumstance. This group is self-directed with up to 15 offenders who meet on a bi-weekly basis.

**WOMEN'S ART WORKSHOPS** – Offenders are given an opportunity to express themselves non-verbally through art. The goal is to provide an alternative way to express emotions, dreams, and fears that is less threatening and encourages empowerment.

**VICTIM ISSUES/RESTORATIVE JUSTICE** – A cognitive/behavioral approach used to assist offenders in understanding the serious consequences of their actions, appreciate the pain and trauma they have caused their victims, and build empathy for their victims.

The victimology program at TSCTC is designed to help the trainee increase accountability for their past criminal actions, increase the understanding of the impact on victims and the ripple effect it has not just with family and friends, but the community as a whole. The victim impact part of the program builds on the victimology by going through specific crimes ranging from property crime to homicide, letting the trainees see what happened in each crime, and the effects that it had. In this way, it allows the trainee to put the effects into perspective, increasing their understanding



